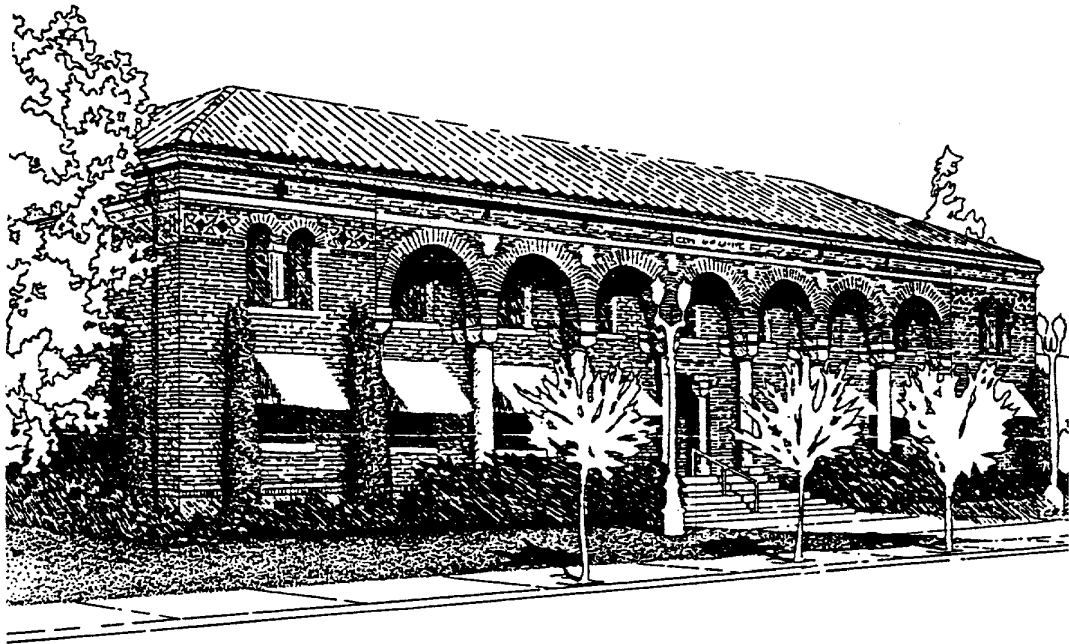


1995 - 97

**FINANCIAL PLAN AND BUDGET**



**CITY OF LODI**  
CALIFORNIA

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**1995-97 FINANCIAL PLAN AND BUDGET**

**Stephen J. Mann, Mayor  
David Warner, Mayor Pro Tempore  
Ray G. Davenport, Council Member  
Phillip A. Pennino, Council Member  
Jack Sieglock, Council Member**

**Thomas A. Peterson, City Manager**

**Prepared by the Staff  
of the  
City of Lodi**

**CITY OF LODI, CALIFORNIA**

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## PREFACE

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## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **HOW TO USE THE FINANCIAL PLAN DOCUMENT**

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This budget and financial plan is divided into the nine sections listed and described below. The financial tables are organized to provide financial information for four years: last year actual (1993-94); current year budget (1994-95); the requested budget (1995-96); and, the proposed budget (1996-97). The City appropriates the budget annually and uses the projections in the second year to anticipate known significant changes in revenues and expenditures for financial planning purposes. The budget is not adjusted for inflation in the second year (proposed budget) with the exception of major revenues.

You will note that most of the financial and statistical information is organized by mission. These are broad categories of service provided by the City and basically parallels the service categories used to prepare the State Controller's Report. By using this format the City can readily develop comparative data to measure performance and productivity. Another benefit of this format is to de-emphasize Department budgets and the relationship between departments. By focusing the budget and financial plan on the City's missions, the City is promoting the teamwork required to deliver services.

#### **Section A - Introduction**

Includes the Budget Message, a Directory of City Officials and an Organization Chart.

#### **Section B - Policies and Objectives**

Summarizes general budget policies and new significant policies that guide in the preparation and management of the budget. This section also includes major city goals.

#### **Section C - Budget Graphics and Summaries**

Provides tables and graphs to highlight key financial relationships and trends.

#### **Section D - Operating Activities**

Presents the City's operating activities around the City's major service missions that allow the City to accomplish the following tasks:

- \* Establish policies and goals which define the nature and level of services to be provided.
- \* Identify activities performed in delivering these services
- \* Propose objectives for improving the delivery of service
- \* Identify and appropriate resources required to provide services, accomplish objectives and provide facilities.

The City's operating activities are organized into six major missions which in many instances cross departmental lines and funding sources:

- |                    |   |
|--------------------|---|
| * Public Safety    | * Leisure, Cultural and Social Services |
| * Public Utilities | * Community and Economic Development    |
| * Transportation   | * General Government                    |

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **Section E - Capital Improvement Budget**

Presents the City's Capital Improvement Budget which includes all construction projects, maintenance projects, and capital purchases which cost more than \$10,000. The Capital Improvement Budget and Capital Improvement Plan allow the City to systematically plan, schedule and finance capital projects in conformance with City policies.

### **Section F - Debt Service Requirements**

Summaries of the City's debt obligations.

### **Section G - Changes in Fund balance**

Provides combined and individual statements of revenues, expenditures and changes in fund balance for each of the City's operating funds.

### **Section H - Financial and Statistical Tables**

Includes summaries necessary to integrate the other Sections of the Financial Plan into a comprehensive operations and financial planning document.

### **Section I - Budget Reference Material**

Describes major policy documents, includes a Budget Glossary and provides budget preparation guidelines.



**Section A**  
**INTRODUCTION**

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CITY COUNCIL

STEPHEN J. MANN, Mayor  
DAVID P. WARNER,  
Mayor Pro Tempore  
RAY G. DAVENPORT  
PHILLIP A. PENNINO  
JACK A. SIEGLOCK

CITY OF LODI

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FAX (209) 333-6795

THOMAS A. PETERSON  
City Manager  
JENNIFER M. PERRIN  
City Clerk  
BOB McNATT  
City Attorney

May 31, 1995

**Honorable Mayor, Members of the City Council  
and Citizens of the City of Lodi**

Presented herein is the recommended budget for fiscal year 1995-96 and the proposed budget for 1996-97. Following the City Council's development of Major City Goals, the 1995-97 Financial Plan and Budget was developed under the premise that the community deserves the highest quality services possible, delivered in a professional, courteous and efficient manner and that the City is devoted to the improvement and enhancement of services to the citizens of Lodi within the resources available. The recommended and proposed budgets for 1995-96 and 1996-97 meet this goal as well as the following objectives:

**No increase in taxes.** The tax rates which finance City services will not be increased in the next two years. The City will accomplish this objective as a result of new commercial and industrial development which has increased the revenues necessary to finance City services and as the result of an increase in the business license taxes approved by the City Council in March 1995. This objective emphasizes the City Council's commitment to not rely on taxes as the primary source of funding for services. Accordingly, alternative methods of funding and service delivery to accomplish this objective will be sought.

**Maintaining existing levels of service.** New development increases the demand on services which may lead to a decline in levels of service if staffing is not adjusted to accommodate this demand. Where necessary we have added positions to keep pace with development. Where possible, staff will recommend the automation of various functions to maintain service delivery without increasing staffing costs and to evaluate all services as possible candidates to privatize or contract with other agencies when these options are more cost effective.

**Increased levels of service to the community.** New programs have been funded in the FY 1995-96 and FY 1996-97 budgets in line with the City Council's goals. This includes increased staffing for a Street Crimes Unit, funding for a Lodi Conference and Visitors Bureau, funding for a Street Tree Maintenance Program, and funding to increase code enforcement activities.

**Increased levels of capital investment.** New capital projects have been funded in FY 1995-96 and FY 1996-97 to promote economic development, cultural and recreational activities and to ensure a level of investment which protects and maintains the City's capital assets from loss by neglect, depreciation, and/or damage. This includes the purchase of equipment for the Street Crimes Unit, the purchase of emergency response vehicles for the Fire Department, the planning and design of an indoor sports facility, the design and construction of a performing arts facility, the design and construction of street and landscape improvements for the downtown core and Cherokee Lane, the purchase of the City Hall Annex, and establishment of a funding floor for park maintenance.

### **THE BUDGET IN BRIEF**

The FY 1995-96 budget total for all operating budgets is \$40.6 million, an increase of \$1.4 million (3.4%) over the 1994-95 budget.

The FY 1995-96 General Fund Budget amounts to \$22.7 million which is an increase of \$800 thousand or 3.7% over fiscal year 1994-95. Significant funding increases have been made for public safety, economic development and public works activities. Equipment and manpower needs are addressed and an overall increase of 12 positions have been added to the City's regular staffing over the next two fiscal years.

The Library Fund operating budget is \$1,082,885 which is \$100,187 or 10% greater than in fiscal year 1994-95. Revenues increase \$23,900 or 2.6% over the same period and results in a deficit budget financed with savings (fund balance). The budget was increased to finance one additional full-time employee and two part-time employees to expand and automate library services. This fund will be closely monitored by the City Council and the Library Board to ensure that future expenditures remain in line with available revenues.

The Electric Fund operating budget decreased by \$21,760 as the result of cost cutting actions taken by the City in fiscal year 1994-95. In the next two years, the cost of purchased power will increase \$1.7 million to finance the City's obligation for construction of a combustion turbine power plant at White Slough under a joint agreement with the Northern California Power Agency. The City's debt service obligation for this project is \$2.6 million beginning in fiscal year 1995-96 and will increase to \$3.0 million in 1996-97.

The Wastewater Fund operating budget will increase \$107,010 or 4.4% in fiscal year 1995-96. This increase is driven by fixed costs and does not represent an increase in service levels. At the same time revenues are projected to increase 11% or \$402 thousand per year which provides adequate funding to finance on-going capital maintenance and replacement.

The Water Fund operating budget increases by \$234,381 or 11.7% and is offset by a 19.9% increase or \$620,525 in revenues. The City Council approved a rate increase in April 1995 to finance on-going maintenance and replacement and to finance the construction of improvements to meet State and Federal water quality standards.

The Transit Fund operating budget increases by \$155,550 or 30.6% over the prior fiscal year and is fully funded by State and Federal transportation funds.

Significant funding increases are programmed in the City's capital budget for fiscal year 1995-96 and fiscal year 1996-97. Major projects to be financed during this period are:

- **Downtown Revitalization/Cherokee Lane Beautification**

The City will invest \$5.5 million in streetscape, lighting, street trees and street arches to promote economic revitalization of the downtown business core and Cherokee Lane. This project combined with other business incentives described in the Central City Revitalization Plan have been developed as the result of community, staff and City Council participation in several "town hall" meetings to develop a vision for the historic, business and social center of Lodi. The project will be funded jointly by the City and the property owners in these districts. On approval of the assessment districts, the City will begin taking the steps to finance and construct these projects.

- **Performing Arts Center**

The City will invest \$6,870,000 over the next two years in the design and construction of a Performing Arts Center. This project will be financed by the City and reimbursed to the City by contributions from the Hutchins Street Square Foundation. This project will be fully financed by certificates of participation with dedicated property tax revenues identified in the City's budget policies.

- **Indoor Sports Facility**

The City will invest \$425,000 over two years to plan and design an indoor sports facility. A citizen support group has been formed to establish a non-profit foundation to raise funds to finance this project and to offset the City's cost in part or whole for construction. The first step in the development of the project will be to hire a consultant to conduct "town hall meetings" to select a site, to determine facility uses, to develop a financing strategy and to project an operating budget for the facility when completed. The results of this study will determine whether there is support in the community to design and construct an indoor sports facility.

- **Emergency Response Vehicles in the Fire Department**

The City will invest \$415,000 over two years to purchase replacement vehicles for fire services.

## **MAJOR POLICY ISSUES**

There were major policy issues which affected the development of this budget. These issues represent challenges and opportunities which will impact on how the City of Lodi develops over the next several years and on our ability to provide services without significant service cuts or tax and fee increases.

### **Long Term Financial Plan**

Over the next two years the City must develop a long range financial plan for the Electric, Water, Wastewater and General Funds to better prepare for the future with a minimum of surprises. These plans must provide the City with the necessary information to project revenues, operating expenditures, growth projections, capital improvements, etc. under different assumptions to allow the City to make rational, proactive decisions and policies. This is particularly important in the Electric Fund which may begin competing for customers on January 1, 1997 under deregulation policies adopted in the National Energy Policy Act of 1992. This plan must be completed as soon as

possible to educate the City Council, the staff and the community on the challenges and opportunities faced by the Electric Fund and to allow the City to develop the plans and policies to meet these changes.

### **Performance Management**

This budget includes the Major City Goals adopted by the City Council and the recommended operational objectives for each activity. Over the next year, the City's Management Team will work to develop performance measures to evaluate and report City performance. The premise is to establish a comprehensive reporting system which gives the public, the City Council, and the department directors the ability to evaluate the level and value of service provided and to measure demand for services.

### **Major City Goals**

The City Council adopted 10 major goals which are included in this financial plan. These goals are broad and give general direction by describing desired outcomes in terms of missions, actions and priorities. They also include goals which are clear targets for specific action that are quantified and time based statements of outcomes. These goals represent the City Council's priorities, direction to staff action and contract with the citizens of Lodi on the policy direction and outcomes of City services over the next two years.

### **CONCLUSION**

This financial plan and budget is based on the recommendations of City departments, public opinion and input by the City Council. Throughout the budget process, a conscientious effort was made to evaluate all budget requests and set priorities covering those proposals which could be judiciously undertaken within available funding.

The recommended and proposed budgets have been designed to provide for long term financial stability in the face of an uncertain economic future while at the same time continuing to provide the highest quality of services possible. Certainly with the obstacles confronting California cities today it is more important than ever for the City to be responsible as well as responsive.....proactive rather than reactive.

An important goal for the City of Lodi is to ensure that long-term operating services continue without periodic and disruptive impacts on those we serve. The demands placed on this budget are certainly greater than those we have faced in the past. However, the City of Lodi has a tradition of financial stability and fiscal restraint. As we continue to face the demands placed on the City's resources by the cost of services, unfunded mandates, revenue cuts from the State, facility improvements and inflation, it is important to always keep in mind the permanent goal of promoting and providing for the common good of the City and its' residents.

The Department Heads performed most admirably in the preparation of their budgets. Their assistance and the assistance of their staff is once again acknowledged with appreciation. I am particularly indebted to the Finance Director, Dixon Flynn who is the architect of this document. A special expression of appreciation goes to Vicky McAthie, Accounting Manager whose attention to detail and research capabilities were invaluable and to Assistant City Manager Jerry Glenn and Maxine Cadwallader for their assistance in the budget review process.

Respectively submitted,

A handwritten signature in cursive script, reading "Thos. A. Peterson". The signature is written in dark ink and is positioned above the printed name.

Thomas A. Peterson  
City Manager

# California Society of Municipal Finance Officers

## Certificate of Award Excellence in Operational Budgeting 1994-95

Presented to

*City of Lodi*

This certificate recognizes the achievement of excellence in Operational Budgeting and reflects a highly professional budget document and the underlying budgeting process through which the budget is implemented.



*Tender Samar*

C-Chair, Budgeting & Financial Management

*Anthony H. Hume*

C-Chair, Budgeting & Financial Management

*Robert Lipman*

President

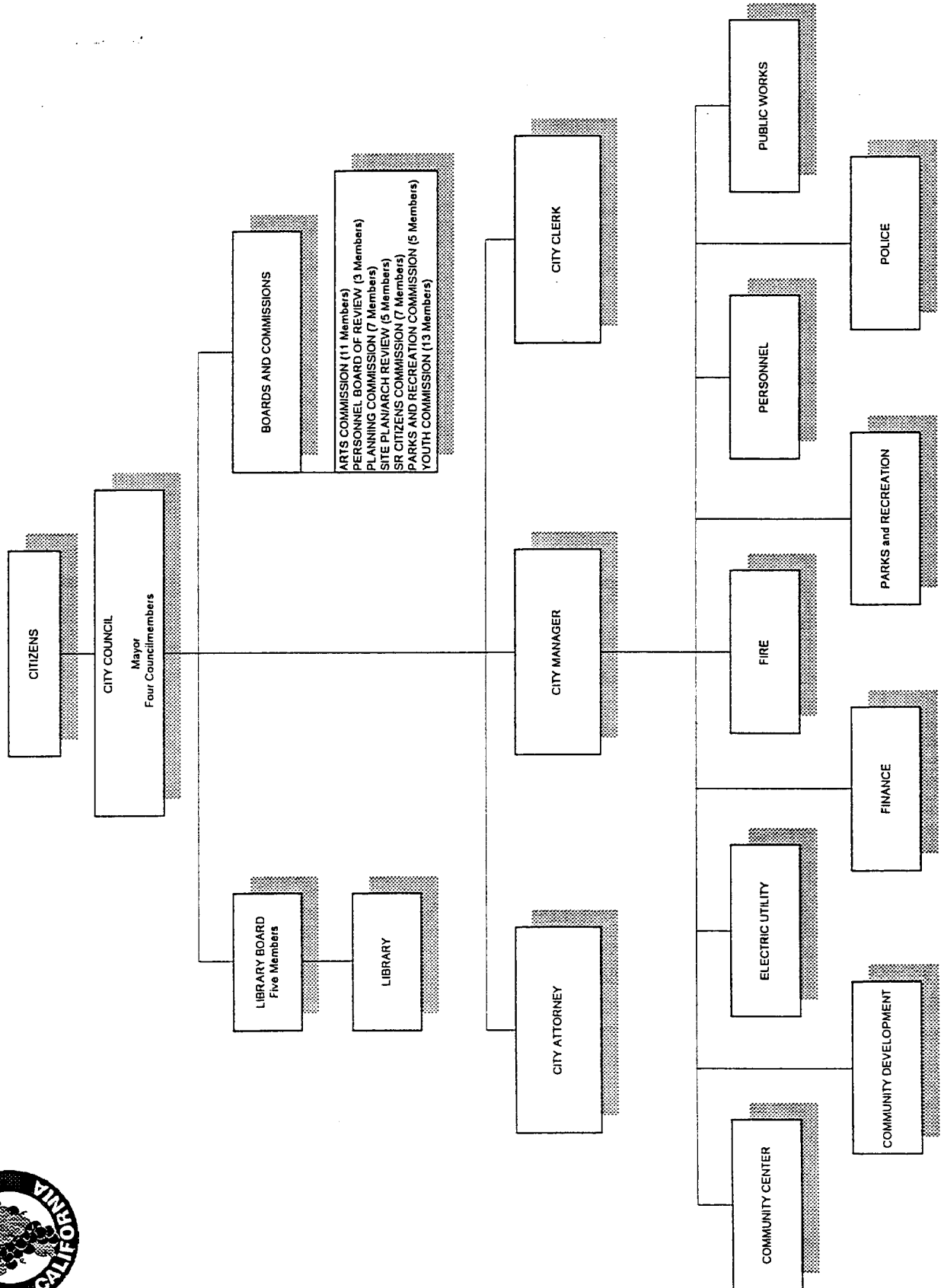
February 27, 1995

Date

*Dedicated to Excellence in Municipal Financial Management*



# CITY OF LODI





## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **DIRECTORY OF OFFICIALS AND ADVISORY BODIES**

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#### **CITY COUNCIL**

Stephen J. Mann, Mayor  
David Warner, Mayor Pro Tempore  
Ray G. Davenport, Councilmember  
Phillip A Pennino, Councilmember  
Jack Sieglock, Councilmember

#### **ADVISORY BODIES**

Planning Commission  
Library Board  
Arts Commission  
Youth Commission  
Solid Waste Management Task Force  
East Side Improvement Committee

Architectural Review Committee  
Recreation Commission  
Senior Citizens Commission  
Personnel Board  
DBCP Committee  
Gang Alternative Committee

#### **MANAGEMENT**

Thomas A Peterson, City Manager  
Bob W. McNatt, City Attorney  
Jennifer M. Perrin, City Clerk  
Kathleen Andrade, Librarian  
Kirk J. Evans, Administrative Assistant to City Manager  
H. Dixon Flynn, Finance Director  
Jerry L. Glenn, Assistant City Manager  
Charlene J. Lange, Community Center Director  
Larry Hansen, Police Chief  
Hank Howard, Fire Chief  
Joanne Narloch, Personnel Director  
Hans Hansen, Acting Electric Utility Director  
Jack L. Ronsko, Public Works Director  
James B. Schroeder, Community Development Director  
Ronald W. Williamson, Parks and Recreation Director

**Section B**  
**POLICIES AND GOALS**

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## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **OVERVIEW - BUDGET POLICIES AND GOALS**

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#### **OVERVIEW**

The overall goal of the City's Financial Plan and Budget is to establish and maintain effective management of the City's resources. Formal statements of budget policy and major goals provide the foundation for effective planning. Accordingly, this section describes the basic budget policies used in guiding the preparation and management of the City's overall budget. This section is composed of the following major units:

- \* Budget Management and Control Policies
- \* Major City Goals

Some of the benefits to establishing financial policy include:

1. Publicly adopted policy statements contribute greatly to the credibility of and public confidence in the City. For the credit rating industry and prospective investors, such statements show the City's commitment to sound financial management and fiscal integrity.
2. Established policy saves time and energy. Once decisions are made at the policy level, the issues do not need to be discussed each time a decision has to be made.
3. The process of developing overall policy directs the attention of staff and Council to the City's total financial condition rather than single issue areas. Moreover, this process requires staff and Council to think about linking long-term financial planning with day-to-day operations.
4. As overall policies are developed, the process of trying to tie issues together can bring new information to the surface and reveal further issues that need to be addressed.
5. Developing financial policies reinforces the Council's policy role in maintaining good financial condition.
6. Setting financial policies can improve the City's fiscal stability by setting a forward looking approach to planning.
7. Explicit policies contribute to a continuity in handling the City's financial affairs.

#### **BUDGET MANAGEMENT AND CONTROL POLICIES**

The following policies guide the preparation and execution of the 1994-96 Financial Plan and Budget:

- |  |   |
|--|---|
| * Financial Plan Organization          | * Fund Balance Designations and Reserves  |
| * Budget Administration                | * Investments                             |
| * General Revenue Management           | * Capital Financing and Debt Management   |
| * Recreation and Community Center Fees | * Capital Improvement Budget              |
| * Enterprise Fund Fees and Rates       | * Personnel Resource Management           |
| * Other Fees and Rates                 | * Productivity Reviews                    |
| * Revenue Distribution                 | * Contracting For Services                |
| * Appropriation Limitation             | * Allocating Cost of Services (Abatement) |

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **OVERVIEW - BUDGET POLICIES AND GOALS**

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#### **MAJOR CITY GOALS**

The involvement of the City Council in setting major City goals is essential to the budget process. These goals provide short term and long term direction to staff, determine the allocation of resources and establish priorities. These goals will provide focus to the organization-wide efforts of staff and ensure that the most important, highest priority objectives are accomplished....and, that these priorities are communicated to the public.

The major City goals are provided in this part of the 1995-97 Financial Plan and Budget.

**BUDGET POLICIES**

---

**FINANCIAL PLAN ORGANIZATION**

**A. Through its financial plan, the City will:**

1. Identify community needs for essential services
2. Organize the activities required to provide these services.
3. Establish policies and goals which define the nature and level of services required.
4. Identify activities performed in delivering services.
5. Propose objectives for improving the delivery of services.
6. Identify and appropriate resources required to perform services and accomplish objectives.
7. Set standards to measure and evaluate the:
  - a. Output of activities
  - b. Accomplishment of objectives
  - c. Expenditure of appropriations

**B. The City will use a two-year financial plan and budget concept to emphasize long-range planning and effective management of services. The benefits of a two-year financial plan and budget are:**

1. Reinforces long-range planning
2. Concentrates on the development and budgeting for significant objectives
3. Establishes realistic schedules for completing objectives
4. Provides for orderly and structured operations
5. Promotes orderly spending patterns

**C. The two year financial plan and budget will establish measurable objectives and allow reasonable time to accomplish those objectives.**

**D. The status of major program objectives will be reported to the Council semi-annually.**

**E. The City Council will review and amend appropriations, if necessary, semi-annually.**

**BUDGET ADMINISTRATION**

**A. City Council**

The City Council is ultimately responsible to the public for the delivery and conduct of City services and facilities. Accordingly, the Council appropriates funds to ensure the delivery of services at the levels and in the priority established by the Council.

**BUDGET POLICIES**

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**B. City Manager**

The City Manager as the chief administrative officer provides the City Council and Staff with general direction in the development and formulation of the staff's budget recommendation. This includes: evaluating and assessing current and projected issues confronted by the City; determining the demand for services and facilities; identifying the concerns of the voters; assessing the current and projected financial condition of the City; and determining the final staff recommendation.

**C. Finance Director/Treasurer**

The Finance Director as the chief financial officer is responsible for budget development and administration. This includes: developing and issuing the budget instructions and calendar; advising the City Manager on budget policies; reviewing budget requests to ensure they are complete and accurate; preparing the preliminary budget recommendation for review by the City Manager; and, publication of the approved budget.

**D. Public Works Director**

The Public Works Director is responsible for preparing the City's capital improvement budget (CIB) and the City's Equipment Replacement Schedule (ERS). In this capacity, the Public Works Director works closely with the Electric Utility Director to prepare an integrated CIB and ERS in recognition of the unique responsibilities and scope of services offered by the Electric Department.

**E. Department Directors**

Department Directors are responsible for preparing their operating budget requests and capital budget requests in accordance with the City's budget instructions. The Public Works Director will prepare the City's consolidated budget request for vehicles and major equipment items.

**F. Failure to Adopt Budget**

If the City Council fails to adopt the budget by July 1, the City Council may elect one of the following courses of action until passage of a budget and the appropriation of funds: (1) Provide the City Manager with Continuing Resolution Authority to allow continued services at expenditure levels not greater than those levels approved in the prior year budget; or (2) Require staff to obtain prior approval for the expenditure (disbursement) of City funds.

**H. Public Record**

Copies of the City budget as adopted shall be public records and shall be made available to the public upon request.

**GENERAL REVENUE MANAGEMENT**

- A. The City will seek to maintain a diversified and stable revenue base to protect it from short-term fluctuations in any one revenue source.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET POLICIES**

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- B. To emphasize and facilitate long-range planning, the City will project operating revenues for the succeeding five years.
- C. The City will make all current expenditures with current revenues, avoiding procedures that balance current budgets by accruing future revenues, rolling over short term debt or borrowing reserves of one fund to another.

### **RECREATION AND COMMUNITY CENTER FEES**

- A. Recreation service cost recovery goals are addressed as an integral component of the City's comprehensive user fee study provided by David M. Griffith and Associates. It is the City's goal that 30% of the total cost of the City's recreation and community center programs should be recovered through fees and charges for recreation activities and the use of City facilities and equipment. In achieving this overall cost recovery goal, the following guidelines will be used:

1. Cost recovery for activities directed to adults should be relatively high.
2. Cost recovery for activities for youth should be relatively low.

Although ability to pay may not be a concern for all youth and senior participants, these are desired program activities, and the cost of determining need may be greater than the cost of providing a uniform service fee structure to all participants. Further, there is a community wide benefit to encourage high-levels of participation in youth recreation activities regardless of financial status.

3. For cost recovery activities of less than 100%, there should be a differential in rates between residents and non-residents.
  4. These policy guidelines are sufficient in themselves in providing direction for setting the recreation and community center fees. Although these targets may be internally useful in administering recreation fees, the City's management should have as much flexibility as possible in setting specific activity fees as long as they meet the objectives and criteria provided above. However, the Recreation Department and Hutchins Street Square will prepare and submit a summary of internal cost recovery targets to the City Manager for various activity categories at least annually.
- B. Charges will be assessed for use of rooms, pools, gymnasiums, ball fields, special use areas, and recreation equipment for activities not sponsored or co-sponsored by the City. Such charges will generally conform to the fee support categories listed above.
  - C. The Recreation Department and Hutchins Street Square may waive fees with the approval of the City Manager when it is determined that an undue hardship exists or when in the best interests of the City.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET POLICIES**

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#### **ENTERPRISE FUND FEES AND RATES**

- A. The City will set fees and rates at levels which fully cover the total direct and indirect costs .....including operations, capital outlay and debt service..... of the following enterprise programs: electrical, water, sewer, Camp Hutchins, and transit.
- B. The City will annually review and adjust enterprise fund fees and rates as required to ensure that they remain appropriate and equitable; and to stem large rate increases.

#### **OTHER FEES AND RATES**

##### **A. Ongoing Review**

Fees and rates will be reviewed and updated on an ongoing basis to ensure that they are correct and appropriate based on the changing needs of the community, i.e. economic concerns, social issues, public safety.

##### **B. General Concepts Regarding the Use of Service Fees and Rates**

The use of fees and rates should be subject to the following general concepts:

1. Revenues normally will not exceed the reasonable cost of providing the service.
2. Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization wide cost such as accounting, personnel, data processing, vehicle maintenance and insurance.
3. The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.
4. Rate structures should be sensitive to the "market" for similar services as well as to smaller, infrequent users of the service and the influence rates and fees have on economic development.
5. A unified approach should be used in determining cost recovery levels for various programs based on the factors discussed above.

##### **C. Low Cost Recovery Services**

Based on the criteria discussed above, the following types of services should have very low cost recovery goals. In selected circumstances, there may be specific activities within the broad scope of services provided that should have user charges associated with them. However, the primary source of funding for the operation as a whole should be general purpose revenues, not user fees.

1. Maintaining and developing public facilities that are provided on a uniform, community wide basis such as streets, parks and general purpose buildings.
2. Delivery of social service programs and economic development activities.



## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET POLICIES**

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#### **D. Comparability with Other Communities**

1. Fee surveys should never be the sole or primary criteria in setting City fees. There are many factors that affect how and why other communities have set their fees at their levels. For example:
  - a. What level of cost recovery is their fee intended to achieve compared with Lodi's cost recovery objectives?
  - b. What costs have been considered in computing the fees?
  - c. When was the last time that their fees were comprehensively evaluated?
  - d. What level of service do they provide compared with Lodi's service or performance standards?
  - e. Is their rate structure significantly different than Lodi's and what is it intended to achieve?
2. Surveys comparing the City's fees to other communities is useful background information in setting fees for several reasons:
  - a. They reflect the "market" for these fees and can assist in assessing the reasonableness of the City's fees.
  - b. If prudently analyzed, they can serve as a benchmark for how cost effective the City provides services.

These are difficult questions to address in fairly evaluating fees among different cities.

#### **REVENUE DISTRIBUTION**

The Council recognizes that generally accepted accounting principles for local government discourage the "earmarking" of General Fund revenues, and accordingly, the practice of earmarking general fund revenues for specific programs should be minimized. Approval of the following Revenue Distribution policies for 1995-97 does not prevent future Councils from directing General Fund resources to other funds and activities as necessary.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET POLICIES**

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#### **A. Property Tax Allocation**

1. The City's property tax serves to provide for general municipal services as well as for debt service, retirement obligations, public improvements and library purposes. The passage of Proposition 13 on June 6, 1978, drastically changed the method of establishing and allocating property tax revenues for all local agencies in California. In addition to limiting annual increases in market value, placing a ceiling on voter approved indebtedness and redefining assessed valuations, Proposition 13 established a maximum County wide levy for general revenue purposes of 1% of market value. Under subsequent state legislation which adopted formulas for the distribution of this County wide levy, the City now receives a percentage of total property tax revenues.
2. As discussed above, the City no longer controls the amount or distribution of its property tax. In distributing property tax revenues between funds since the passage of Proposition 13, the following minimum ratios for special purposes have traditionally been used based on the tax rates that were in effect prior to the passage of Proposition 13:

<b>Fiscal Year 1978-79</b>	<b>Tax Rate Per \$100</b>	<b>Percent</b>
Special Municipal Purposes		
Library	\$ .30	17.86%
General Municipal Purposes	<u>1.38</u>	<u>82.14%</u>
TOTAL	\$ 1.68	100.00%

3. For 1995-97 property tax revenues will be distributed proportionately to the following funds as follows:

	<b>1995-96</b>	<b>1996-97</b>
General Fund	50%	50%
Capital Outlay Fund - General Fund	30%	30%
Library Fund	<u>20%</u>	<u>20%</u>
TOTAL	100%	100%

- B. All Gasoline Tax revenues will be used for street maintenance and construction activities. Pursuant to the Streets and Highways Code, the City must meet the "Maintenance of Effort" (MOE) requirement which is based on the annual average of the City's street and road expenditures funded by the General Fund fixed on a three year period. This approach insures a minimum accounting effort in meeting State reporting requirements.
- C. All Transportation Development Act (TDA) revenues will be allocated to alternative transportation programs, including regional and municipal transit systems, bikeway improvements and other programs or projects designed to reduce automobile usage. It is expected that alternative transportation programs - in conjunction with other state and federal grants for this purpose- will be self-supporting from TDA revenues.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET POLICIES**

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#### **D. Enterprise Fund Allocations to the General Fund**

1. The goal of Proposition 4 is to limit growth in appropriations of both state and local government to changes in the cost of living and population in order to control spending levels. Proposition 4 further describes the difference between "tax proceeds" and fees. Tax proceeds are the revenue from regulatory licenses, user charges and user fees to the extent the revenue exceeds the cost of providing the regulation, product or service. (This includes transfers from an enterprise fund to the extent those funds exceeded the cost of providing the services).
2. As discussed above, the funds transferred from the City's enterprise funds to the City's general fund are "In-Lieu Taxes" to the extent they exceed the cost of services provided by general services (accounting, personnel, legal, insurance, etc.). These taxes will be levied during the 1995-97 Financial Plan and Budget period based on prior year revenues as follows:

	<u>1995-96</u>	<u>1996-97</u>
In-lieu Tax - Electric	12%	12%
In-lieu Tax - Water	20%	17%
In-lieu Tax - Sewer	20%	20%

#### **E. Special Revenue Allocations to the General Fund**

Revenues the City receives for specific services (i.e. vehicle tow charges) will not be designated for use by an individual department unless required by statute or approved by the City Council. When required by statute (i.e. asset seizure), these funds will be first allocated to the purchase of necessary and essential equipment and/or services prior to purchase with General Fund resources.

### **APPROPRIATION LIMITATION**

- A. The Council will annually adopt a resolution establishing its appropriation limit calculated in accordance with Article XIII B of the Constitution of the State of California, Section 7900 of the State of California Government Code, and any other voter approved amendments or state legislation that affect the City's appropriation limit.
- B. The City will strive to develop revenue sources, both new and existing, which are considered non-tax proceeds in calculating its appropriations subject to limitation.
- C. The City will annually review user fees and charges and report to the Council the amount of program subsidy, if any, that is being provided by the General Fund or Enterprise Funds.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET POLICIES**

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#### **FUND BALANCE DESIGNATIONS AND RESERVES**

- A. The City should maintain fund balances of at least 15% of operating expenditures in the General Fund as well as the Electric, Sewer, Water and Camp Hutchins Funds. This is considered the minimum level necessary to maintain the City's credit worthiness and to adequately provide for:
  - 1. Economic uncertainties, local disasters, and other financial hardships or downturns in the local economy.
  - 2. Contingencies for unforeseen operation or capital needs.
  - 3. Cash flow requirements.
- B. The City will establish and maintain an Equipment Fund to provide for the timely replacement of vehicles and capital equipment. This includes items with an individual replacement cost of \$3,000 or more. The minimum fund balance in the Equipment Fund should be at least 30% of the original purchase cost of the equipment purchased. The annual contribution to the Fund will generally be based on the annual "use allowance" which is determined based on the estimated life of the vehicle or equipment and its original purchase cost. Interest earnings and sales of surplus equipment as well as any related damage and insurance recoveries will be credited to the Equipment Fund.
- C. The Council may designate specific fund balance levels for future development of capital projects which it has determined to be in the best long-term interests of the City.
- D. In addition to the designations noted above, fund balance levels will be sufficient to meet funding requirements for projects approved in prior years which are carried forward into the new year; debt service reserve requirements; reserves for encumbrances; and other reserves or designations required by contractual obligations, state law, or generally accepted accounting principles.

#### **INVESTMENTS**

- A. Investments and cash management will be the responsibility of the City Finance Director/Treasurer or designee.
- B. The City's primary investment objective is to achieve a reasonable rate of return while minimizing the potential for capital losses arising from market changes or issuer default. Accordingly, the following factors will be considered in priority order in determining individual investment placements:
  - 1. Safety
  - 2. Liquidity
  - 3. Yield

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET POLICIES**

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- C. The City will strive to keep idle cash balances fully invested through daily projections of cash flow requirements. To avoid forced liquidations and losses of investment earnings, cash flow and future requirements will be the primary consideration when selecting maturities.
- D. As the market and the City's investment portfolio change, care will be taken to maintain a healthy balance of investment types and maturities.
- E. The City will invest only in those instruments authorized by the California Government Code Section 53601. The City will not invest in stock, will not speculate, and will not deal in futures or options. The investment market is highly volatile and continually offers new and creative opportunities for enhancing interest earnings. Accordingly, the City will thoroughly investigate any new investment vehicles prior to committing City funds to them.
- F. Current financial statements will be maintained for each institution in which cash is invested. Investments will be limited to 20 percent of the total net worth of any institution and may be reduced further or refused altogether if an institution's financial situation becomes unhealthy.
- G. In order to maximize yields from its overall portfolio, the City will consolidate cash balances from all funds for investment purposes, and will allocate investment earnings to each fund in accordance with generally accepted accounting principles.
- H. Ownership of the city's investment securities will be protected through third-party custodial safekeeping.
- I. The City Finance Director/Treasurer will develop and maintain a comprehensive, well documented investment reporting system which complies with Government Code Section 53607. This system will provide the City Council with appropriate investment performance information.
- J. The City Finance Director/Treasurer will develop and maintain an Investment Management Plan which addresses the City's administration of its portfolio, including investment strategies, practices, and procedures.

### **CAPITAL FINANCING AND DEBT MANAGEMENT**

#### **Capital Financing**

- A. The City will consider the use of debt financing only for one-time capital projects and only under the following circumstances:
  - 1. When the project's useful life will exceed the term of the financing.
  - 2. When project revenues or specific resources will be sufficient to service the long-term debt.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET POLICIES**

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- B. Debt financing will not be considered appropriate for any recurring purpose such as current operating and maintenance expenditures. The issuance of short-term instruments such as revenue, tax, or bond anticipation notes is excluded from this limitation.
- C. Capital improvements will be financed primarily through user fees, service charges, assessments, special taxes, or developer agreements when benefits can be specifically attributed to users of the facility.
- D. The City will use the following criteria to evaluate pay-as-you-go versus long-term financing in funding capital improvements:

#### **Pay-As-You-Go**

- 1. When current revenues and adequate fund balances are available or when project phasing can be accomplished.
- 2. When debt levels adversely affect the City's credit rating.
- 3. When market conditions are unstable or present difficulties in marketing.

#### **Long-Term Financing**

- 1. When revenues available for debt service are deemed to be sufficient and reliable so that long-term financing can be marketed with investment grade credit ratings.
- 2. When the project securing the financing is of the type which will support an investment grade credit rating.
- 3. When market conditions present favorable interest rates and demand for City financing.
- 4. When a project is mandated by State or Federal requirements and current revenues and available fund balances are insufficient.
- 5. When the project is required to meet or relieve service requirements.
- 6. When the life of the project or asset financed is 10 years or longer.

#### **Debt Management**

- E. The City will not obligate the General Fund to secure long-term financing except when the marketability can be significantly enhanced.
- F. No more than 60% of all capital projects will be funded from long-term financing; and direct debt will not exceed 2% of the City's assessed valuation.
- G. A feasibility analysis will be prepared for each long-term financing to assess debt service on current and future operations. This will also include an analysis on the reliability of revenues to support a debt service.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET POLICIES**

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- H. The City will generally conduct debt financing on a competitive basis. However, negotiated financing may be used due to market volatility or the use of an unusual or complex financing or security structure.
- I. The City will seek investment grade ratings (Baa/BBB or greater) on any direct debt and will seek credit enhancements such as letters of credit or insurance when necessary for marketing purposes, availability and cost-effectiveness.
- J. The City will monitor all forms of debt annually coincident with the budget process.
- K. The City will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.
- L. The City will maintain good communications with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus (Official Statement).

### **CAPITAL IMPROVEMENT BUDGET**

- A. Construction projects and capital purchases (other than vehicles, equipment and major computer software acquired through the Equipment Fund and projects funded by an Enterprise Fund) which cost more than \$10,000 will be included in the Capital Improvement Budget (CIB); minor capital outlays of \$10,000 or less will be included with the operating activity budgets. Enterprise Fund projects and major equipment purchases will be based on the capitalization practices of the Enterprise.
- B. The purpose of the CIB is to systematically plan, schedule, and finance capital acquisitions to ensure cost-effectiveness as well as conformance with established policies. The CIB will be a five year plan organized into the same functional groupings used for the operating budget. The CIB will reflect a balance between capital replacement projects which repair, replace, or enhance existing facilities, equipment or infrastructure; and capital facility projects which significantly expand or add to the City's existing fixed assets.
- C. Every capital project will have a project manager who will prepare the project proposal, ensure that required phases are completed on schedule, authorize all project expenditures, ensure that all regulations and laws are observed, and periodically report project status.
- D. A CIB Coordinating Committee, chaired by the Directors of Public Works and the Electric Utility Department, will review project proposals, determine project phasing, recommend project managers, review and evaluate the draft capital budget plan, and report project status at least annually to Council. The Committee will be made up of representative of each Department.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET POLICIES**

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- E. The Capital Improvement Budget will emphasize project planning, with projects progressing through at least two and up to six of the following phases:
- \* **DESIGNATED** - Set aside funding for future project development under "pay-as-you-go" financing.
  - \* **STUDY** - Includes concept design, site selection, feasibility analysis, schematic design, environmental determination, property appraisals, scheduling, grant application, grant approval, and specification preparation for equipment purchases.
  - \* **ACQUISITION** - Includes equipment purchases and property acquisition for projects, if necessary.
  - \* **DESIGN** - Includes final design, plan and specification preparation, and construction cost estimation.
  - \* **CONSTRUCTION** - Includes bid administration, construction, project inspection and management, and closeout.
  - \* **DEBT SERVICE** - Installment payments of principal and interest for completed projects funded through debt financing.

Generally, it will become more difficult for a project to move from one phase to the next. As such, more projects will be studied than will be designed, and more projects will be designed than will be constructed or purchased.

- F. Funding and related appropriation to a project account will only be made upon approval of each phase by the City Council. Accordingly, project appropriations for acquisition and construction will generally be approved when contracts are awarded.
- G. Project phases will be listed as objectives in the program narratives of the Activity responsible for the project.

### **PERSONNEL RESOURCE MANAGEMENT**

- A. Regular authorized staffing will be fully budgeted and funded.
- B. Staffing and contract service budget ceilings will limit total expenditures for regular employees, temporary employees, overtime and independent contractors hired to provide operating and maintenance services.
- C. Regular employees will be the core work force and the preferred means to staff ongoing, year-round activities rather than independent contractors. The city will strive to provide fair compensation and benefit schedules for its authorized regular work force. Each regular employee will:
1. Fill an authorized regular position.
  2. Be assigned to an appropriate bargaining unit or representative group.
  3. Receive salary and benefits consistent with labor agreements or other compensation plans.



## **1995-97 FINANCIAL PLAN AND BUDGET**

### **BUDGET POLICIES**

- D. To manage the growth of the regular work force and overall staffing costs, the City will follow these procedures:
1. The City Council will authorize all regular positions except in the case of the Library which is governed by the Library Board.
  2. The Personnel Department will coordinate the hiring of all employees and evaluate the reallocation of existing positions.
  3. All requests for additional regular positions will include an evaluation of:
    - a. The necessity, term, and expected results of the proposed position.
    - b. Staffing and material costs including salary, benefits, equipment, uniforms, clerical support, and facilities.
    - c. The ability of private industry to provide the proposed service.
    - d. Additional revenues or cost savings which may be realized.
  4. Periodically, and prior to any request for additional regular positions, programs will be evaluated to determine if they can be accomplished with fewer regular employees under a "productivity review".
- E. Temporary employees are employees other than regular employees, elected officials, and volunteers budgeted in hours. Temporary employees will augment regular City staffing only as limited term employees, seasonal employees, emergency, intermittent, contract employees, and interns. The City Manager will encourage the use of temporary employees to meet peak workload requirements, fill interim vacancies, and accomplish tasks where less than regular, year-round staffing is required.
- F. Contract employees will be defined as temporary employees with written contracts approved by the City Manager who may receive approved benefits depending on hourly requirements and the length of their contract. Contract employees will generally be used for medium-term (generally between six months and two years) projects, programs, or activities requiring specialized or augmented levels of staffing for a specific period of time. The services of contract employees will be discontinued upon completion of the assigned project, program or activity. Accordingly, contract employees will not be used for services that are anticipated to be delivered on an ongoing basis.
- G. Independent contractors will not be considered City employees. Independent contractors may be used in two situations:
1. Short term, peak work load assignments to be accomplished through the use of personnel contracted through an outside employment agency. All placements through an outside employment agency will be coordinated through the Personnel Department and subject to the approval of the Personnel Director.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET POLICIES**

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2. Construction of public works projects and the provision of operating, maintenance, or specialized professional services not routinely performed by City employees. Such services will be provided without close supervision by City staff, and the required methods, skills, and equipment will generally be determined and provided by the contractor.

### **PRODUCTIVITY REVIEW**

The City will constantly monitor and review its methods of operation to ensure that services continue to be delivered in the most cost effective manner possible. This review process encompasses a wide range of issues, including:

- A. Maintaining a decentralized approach in managing the City's services. Although some level of centralization is necessary for review and control purposes, decentralization supports productivity by:
  - o Encouraging accountability by delegating authority to the lowest possible level.
  - o Stimulating creativity, innovation, and individual initiative.
  - o Reducing the administrative cost of operation by eliminating unnecessary review procedures.
  - o Improving the organization's ability to respond to changing needs and to identify and implement cost saving programs.
  - o Assigning responsibility for effective operations and citizen responsiveness to the department.
- B. Analyzing systems and procedures to identify and remove unnecessary review requirements.
- C. Evaluating the ability of new technologies and related capital investments to improve productivity.
- D. Investing in the City's most valuable asset - personnel staff - by developing the skills and abilities of all City employees, with special emphasis on first-line supervisors.
- E. Implement annual performance reviews and appropriate methods of recognizing and rewarding exceptional employee performance.
- F. Evaluating local market service providers and other government agencies to determine whether the service is available at a lower cost than provided by City staff.
- G. Periodic formal review of operations on a systematic, ongoing basis.

**BUDGET POLICIES**

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**CONTRACTING FOR SERVICES**

**A. General Policy Guidelines**

1. Contracting with the private sector and other government agencies for the delivery of services provides the City with the opportunity for cost containment and productivity enhancement. As such, the City is committed to using private sector resources in delivering municipal services as a key element in our continuing efforts to provide cost effective services.
2. Private sector contracting approaches under this policy include construction projects, professional services, outside employment agencies, and ongoing operation and maintenance services.
3. In evaluating the costs of private sector contracts compared with in-house performance of the service, indirect, direct and contract administration costs of the City will be identified and considered.
4. Whenever private sector providers are available and can meet established service levels, they will be seriously considered as viable service delivery alternatives using the evaluation criteria outlined below.
5. For programs and activities currently provided by City employees, conversions to contract services will generally be made through attrition, reassignment or absorption by the contractor.

**B. Evaluation Criteria**

Within the general policy guidelines stated above, the cost-effectiveness of contract services in meeting established service levels will be determined on a case-by-case basis using the following criteria:

1. Is a sufficient private sector market available to deliver this service?
2. Can the contract be effectively and efficiently administered?
3. What are the consequences if the contractor fails to perform, and can the contract reasonably be written to compensate the City for any such damages?
4. Can a private sector contractor better respond to expansions, contractions, or special requirements of the service?
5. Can the work scope be sufficiently defined to ensure that competing proposals can be fairly and fully evaluated, as well as the contractor's performance after bid award?
6. Does the use of contract services provide the City with an opportunity to redefine service levels?
7. Will the contract limit the City's ability to deliver emergency or other high priority services?

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET POLICIES**

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8. Overall, can the City successfully delegate the performance of the service but still retain accountability and responsibility for its delivery?

### **ALLOCATING THE COST OF SERVICES (ABATEMENT)**

#### **A. General Policy Guidelines**

1. The City is committed to achieving efficiency by centralizing general administrative services to the extent they serve the needs of the City as a whole and provide for greater cost efficiency. Accordingly, general and administrative services will be charged to those activities not financed by the General Fund by use of a cost allocation plan.
2. The City will develop a cost allocation plan for general government services provided the City's enterprise fund and special revenue fund activities in accordance with accepted cost allocation methodology.
3. The cost of general government services will be financed by operating transfers established in the cost allocation plan and transferred to the general fund annually at the time the City budget is adopted.
4. The Finance Director will perform periodic reviews of the City's cost allocation plan to ensure the distribution of costs are made in accordance with accepted practices of the City. The results will be published annually in the City's budget.
5. The City will develop a cost allocation plan in accordance with Federal and State policies to ensure the maximum allowable return to the City of indirect/overhead costs.

#### **B. Cost Allocation Criteria**

1. Costs will be allocated considering the following criteria:
  - \* Cause and effect - the identification of output in proportion to the service provided.
  - \* Benefits received - the allocation of cost in relation to the benefits received.
  - \* Fairness and equity - the allocation must be mutually satisfactory to the parties affected.
  - \* Ability to bear - the allocation of cost must consider the ability to pay and the impact on the services provided.
2. Costs will be allocated to activities when the overall service benefits the City as a whole but a particular cost benefit can not be shown.
3. The criteria for allocating costs will be included in the City budget to allow for evaluation of the cost distribution criteria.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOALS**

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#### **Background**

Under the City's financial plan and budget process, the City Council will become involved early in the budget process by identifying major City goals and priorities. These goals become the focus for organization wide efforts to ensure that the most important, highest priority objectives are accomplished....and that these high priority objectives are communicated to the public.

To meet these needs, the City Council will hold a one day goal setting session in January each year as the first step in preparation of the City's financial plan and budget.

In setting the City's major goals the Council will receive a review from the City Manager on the following:

- a. Current and projected financial condition
- b. Current policies and community expectations
- c. Current goals

#### **Selection of Major City Goals**

Under the goal setting process, the City Council and City Manager will meet and establish City-wide goals which will then be ranked using the following criteria:

- \* Programs and Projects Rated 3  
These represent high priority goals for the Council, and as such, they should be included in the Preliminary Financial Plan and adequate funding will be made available.
- \* Programs and Projects Rated 2  
These represent a high priority, but they will be considered in the context of higher priority goals and available resources.
- \* Programs and Projects Rated 1  
These represent programs and projects to be deferred to the next financial plan and budget.

Each program and project rated A will be developed and included in the City's Financial Plan and Budget in this section of the budget. This will be in a narrative form with the following information:

- |                |  |
|----------------|--|
| * Objectives   | * Financial and staff resources required |
| * Background   | * Outcome/final product                  |
| * Action steps | * Responsible Department                 |

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Economic Revitalization**

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#### **OBJECTIVE**

Implement the economic revitalization plan approved by the City Council in December 1994 to accomplish the following objectives:

- Preserve, enhance and promote the financial stability of the downtown.
- Provide an attractive entryway on Cherokee Lane and build a base for further improvements.
- Promote and preserve economic stability to attract and retain business.
- Improve residential conditions overall and focus improvements in the Eastside Neighborhoods.

#### **BACKGROUND AND WORKSCOPE**

##### **Central City Revitalization Element**

This element of the Revitalization Program was approved by the City Council to focus additional City effort and resources on improving the local economy by enhancing community pride in the downtown and promoting the downtown as the historic, pedestrian and socializing center of the City. To accomplish this goal the City Council adopted 6 objectives:

1. Promote downtown specialty retail, restaurant, entertainment and cultural uses.
2. Enhance the visual character and identity of the downtown.
3. Focus public investment to create an attractive pedestrian environment.
4. Tap the potential of the transit station and adjacent Southern Pacific lands to stimulate private investment.
5. Establish incentives to encourage reinvestment in existing buildings and businesses.
6. Initiate a downtown directional and entrance sign program.

The precise work scope is currently being developed on an objective by objective basis. Examples of projects and programs which could eventually be funded through this program include, streetscape improvements on downtown streets, a gateway on School Street at the Lodi Avenue intersection, directional signs to the downtown, added police patrol services in the downtown, relocation of the homeless shelter, financial assistance for relocating business to the downtown, building improvements and activities to attract pedestrian traffic.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Economic Revitalization**

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#### **Cherokee Lane Beautification Element**

Cherokee Lane parallels Highway 99 and is the preferred route for north-south intercity travel in the Central Valley. Before the Highway 99 bypass was built, Cherokee Lane was Highway 99 with a mix of businesses which catered to highway traffic. Over time however, Kettleman Lane became the preferred location for commercial development and disinvestment along Cherokee Lane became a problem. To improve Cherokee Lane the City Council adopted three objectives:

1. Improve streetscape and lighting conditions.
2. Establish development standards and guidelines that improve the appearance of buildings and businesses.
3. Encourage and accommodate lodging, auto and support businesses.

#### **Business Growth**

The City Council adopted a list of goals to promote economic development in both the targeted business districts and for city-wide development to promote business and job growth. This goal provides the long term direction to staff and a commitment by the City Council to promote business growth and retention. To ensure that adequate resources are focused on this goal, the City established a position for an economic development coordinator to lead the effort. The economic development goals approved by the City Council in April 1994 include:

1. Recruit new business which will be compatible with and complimentary to the community.
2. Retain existing businesses.
3. Expand existing business.
4. Create an atmosphere beneficial to conducting business.
5. Provide and maintain a tax environment favorable to business development and expansion.
6. Provide financial assistance to business ventures which will make a significant contribution to the City by increasing or retaining jobs and/or by adding capital investment.
7. Coordinate the downtown revitalization project.
8. Coordinate the Cherokee Lane Improvement project.
9. Market Lodi as a tourist and business location.

Some objective to be developed to support of these goals include land use policy revisions, formation of a redevelopment agency to finance reconstruction of buildings in blighted areas, the formation of a Lodi Conference and Visitors Bureau and revitalization of downtown and Cherokee Lane.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Economic Revitalization**

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#### **ACTION STEPS**

Specific action steps will be established as projects and programs are defined.

#### **RESPONSIBLE DEPARTMENT**

Administration

Others (depending on the project and/or program)

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED**

The City has allocated \$214,500 per year in 1995-96 and 1996-97 for economic development plus \$200,000 per year for specific projects and programs in the capital improvement budget. The need for additional staff is not anticipated; however, consultant services will be required to complete projects currently identified. Additional resources could be needed if the Council develops a more aggressive program.

#### **OUTCOME/FINAL PRODUCT**

To be determined on a project by project, program by program basis.



## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Street Crimes Unit**

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#### **OBJECTIVE**

Field a Street Crimes Unit to focus police resources on high crime neighborhoods and deter criminal activities.

#### **BACKGROUND AND WORKSCOPE**

Overall crime in Lodi has declined in the last year. However, criminal activity in certain neighborhoods and areas of the City exist at unacceptable levels. The continued efforts by the City to remove criminals from the streets and neighborhoods is and will remain a top priority. Recognizing the fiscal constraints which the City faces, the Police Department believes a Street Crimes Unit concept provides the Police Department with the necessary resources to concentrate police personnel in specific problem areas to free patrol officers to respond to general service calls.

#### **ACTION STEPS**

- |  |       |
|--|-------|
| • Recruit and hire 3 new police officers                           | 08/95 |
| • Train new officers   | 10/95 |
| • Select members for the Street Crimes Unit and promote a Sergeant | 10/95 |
| • Street Crimes Unit becomes operational                           | 11/95 |
| • Recruit and hire 2 new police officers                           | 08/96 |
| • Train new officers   | 10/96 |

#### **RESPONSIBLE DEPARTMENT**

Police

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED**

The operating budget of the Police Department will be increased \$155,400 in 1995-96 and \$99,400 in 1996-97. An additional \$35,000 will be provided in the Capital Budget for the purchase of two patrol vehicles. Three additional officers and one sergeant will be added to the authorized staffing level in 1995-96 and two additional officers will be added to the authorized staffing level in 1996-97. Final approval of this Unit is dependent on receipt of a State grant to finance 30% of the officer's compensation.

#### **OUTCOME/FINAL PRODUCT**

Cost effective police services focused on specifically identified problem/crime areas.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - California Youth Soccer Association**

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#### **OBJECTIVE**

Execute a long term lease with the California Youth Soccer Association (CYSA) for 275 acres at the White Slough Water Pollution Control Facility for use as a regional soccer complex.

#### **BACKGROUND AND WORKSCOPE**

The City is presently negotiating with CYSA for the lease of 275 acres at the White Slough Water Pollution Control Facility. The Association proposes to build a fifty field regional soccer complex which will attract soccer tournaments from around Northern California and the Western States. It is likely that the rents received and the secondary economic impact on the City from such tournaments would greatly exceed the City's present income from leasing the property for agricultural uses.

A draft lease has been prepared and forwarded to the Association. The firm hired to prepare the required environmental impact report is already on site, and is moving forward. The Association has also retained an engineering firm to help design the tertiary water treatment facilities which will be required to use treated wastewater for irrigating the soccer fields.

#### **ACTION STEPS**

- |  |      |
|--|------|
| • Final draft of lease   | 5/95 |
| • Environmental impact report completion/circulation/certification | 7/95 |
| • Final design of facilities (odor control/tertiary treatment)     | 8/95 |
| • Construction of improvement begins                               | 9/95 |

#### **RESPONSIBLE DEPARTMENT AND ACTIVITY**

Public Works, City Attorney

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED TO ACHIEVE THE GOAL**

Staff hours of responsible departments until completion of the project.

#### **OUTCOME/FINAL PRODUCT**

Long term lease between the City and CYSA for property at White Slough, with both rental income and secondary economic impacts on the City from tourism and retail sales.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Electric Utility Service Improvements**

---

#### **OBJECTIVE**

To develop a short and long term strategic plan to improve the competitive position of the City's electric utility service in order to provide competitive rates and to maintain the financial health of the City's electric utility fund.

#### **BACKGROUND AND WORKSCOPE**

The electric utility industry is moving toward a competitive open market due to recent legislative and regulatory agency initiatives. Under the initial guidelines from the Public Utilities Commission, large industrial customers will be allowed to purchase power on the open market beginning January 1, 1996. For Lodi, this could result in the loss of customers such as General Mills, Pacific Coast Producers, RM Holz, etc. which as a group purchase more than 12% of the City available power. If this is allowed to occur, the cost of providing electric services to residential customers would have to be significantly increased to pay for the power the City is obligated to purchase.

To prevent this, the City will have to develop a marketing plan to retain major power customers and to cut the cost of electric services to ensure competitive residential rates.

In addition to the market pressure from deregulation, the City has a significant investment in several ventures with Northern California Power Agency cities (NCPA) for power generation facilities and to purchase power. These investments have been made over several years with the objective of making NCPA cities and Lodi independent of PG&E and other power suppliers. The City's share of debt under these agreements is approximately \$141 million and must be paid for in either power purchases from NCPA or debt service payments.

In developing its independence, the City of Lodi has invested in a number of power plants and purchase power agreements. This includes a geothermal plant, a hydroelectric plant, a cogeneration plant, a steam turbine injection generator, open market purchases and power swapping agreements. With the addition of the steam turbine injection generator in June 1995, the cost of power will increase approximately \$6.0 million per year which must be passed on to the rate payer or sold to other users.

Without deregulation, the City is faced with the need to cut costs, raise rates or find buyers for its excess power. With deregulation, the City must cut operating costs and protect itself from having stranded investments. To ensure that the residents of Lodi are provided safe, reliable and cost effective electric utility services, the City must develop a strategic plan to address these issues in the near future.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Electric Utility Service Improvements**

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Possible actions include:

- Refinancing outstanding debt with NCPA
- Reducing operating and personnel costs
- Implementing a utility user's tax
- Contracting electric utility services in part or whole
- Reducing the transfer to the General Fund whether as an In-Lieu Franchise Tax or Utility User's Tax
- Sell in part or whole the City's ownership in power generation facilities
- Sell in part or whole the City's electric utility service

#### **ACTION STEPS**

The action steps to be followed in developing a long term strategic plan for the electric utility include:

- |   |       |
|---|-------|
| • Conduct a preliminary fact finding review of the current financial status and internal controls of the electric utility fund.                 | 05/95 |
| • Adopt a preliminary electric utility budget during budget hearings in June 1995   | 06/95 |
| • Contract with the City's audit firm to conduct an in-depth financial and operations audit of the electric utility fund and internal controls. | 06/95 |
| • Adopt final 1995-97 Financial Plan and Budget for the Electric Fund   | 10/95 |
| • Complete a ten year financial plan based on the goal to provide City customers with competitive electric rates and reliable service.          | 02/96 |
| • Complete a marketing strategy to sell surplus electric power  | 02/96 |

#### **RESPONSIBLE DEPARTMENT AND ACTIVITY**

Electric Department, Finance Department , Administration and NCPA

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED TO ACHIEVE GOAL**

Staff hours and \$50,000 of contract services for audit and consultant services

#### **OUTCOME AND FINAL PRODUCT**

Reliable and cost effective electric utility services provided to residential, commercial and industrial customers at competitive rates.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Residential Neighborhood Improvements**

---

#### **OBJECTIVE**

Develop and implement a residential neighborhood improvement program to eliminate blight and to ensure that all neighborhoods are maintained at standards consistent with community values.

#### **BACKGROUND AND WORKSCOPE**

The City of Lodi is committed to maintaining neighborhood residential standards at a level in which every resident can be proud of their neighborhood and which reflects the high standards of the community. To this end the City Council has developed an action plan to revitalize the Eastside residential area which will be used to achieve the City's economic development objectives and which can be used to protect all neighborhoods within the City from blight.

Over time, the City has witnessed the deterioration of the Eastside Neighborhood which is bounded on the west by Church Street and on the east by Cherokee Lane. The cause for this deterioration has been identified to the following trends:

- A decrease in the number of residents who own the housing in which they reside.
- An increase in the number of transient, low income residents who have no stake in the quality of their neighborhoods.
- An increase in the number of high density, multi-unit residential buildings with inadequate neighborhood services and infrastructure.
- A crime rate higher than the rate found in other residential neighborhoods.

The City of Lodi has traditionally focused on providing high quality services and infrastructure for its residents. It has also avoided interfering in the affairs of private property owners. However, the residents of Lodi expect all property owners to maintain their property at a level consistent with the values of their neighbors and to ensure their neighborhoods remain safe and clean.

#### **ACTION STEPS**

The following action steps have been identified:

- |   |          |
|---|----------|
| • Expand code enforcement efforts to eliminate blight and unsafe neighborhood conditions.           | 07/95    |
| • Develop programs to encourage home ownership and property renovation.                             | 06/96    |
| • Reconfigure commercial and multi-unit residential zoning designations.                            | 06/96    |
| • Upgrade multi-unit residential development standards.   | 06/96    |
| • Work with neighborhood and community organizations to promote neighborhood services and programs. | On-going |

#### **RESPONSIBLE DEPARTMENT**

Administration and Community Development

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Residential Neighborhood Improvements**

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#### **FINANCIAL AND STAFF RESOURCES ALLOCATED**

Current staff hours and add part-time hours (\$8,300 per year) and an additional code enforcement officer (\$18,050 per year). Add contract services to develop zoning regulations (\$20,000).

#### **OUTCOME/FINAL PRODUCT**

Safe, clean neighborhoods which reflect the standards of the community and pride in ownership.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Conferencing/Performing Art Center**

---

#### **OBJECTIVE**

To construct an 800 seat conferencing/performing arts center in Lodi to:

- Promote local and regional interest in the performing arts through the production of plays, recitals and concerts.
- Provide conference facilities for the greater Lodi area to benefit commercial activities such as restaurants, hotels/motels, specialty stores and other services.
- Enhance the quality of life in Lodi to increase the desirability of the City as a community to maintain and establish a business and to live and raise a family.

#### **BACKGROUND AND WORKSCOPE**

For nearly two decades, Lodi residents have promoted the idea that Lodi would benefit from a conference/performing arts center. To achieve their goal, the Old Lodi Union High School Site Foundation was formed to act as a catalyst to raise funds for the reconstruction of the downtown abandoned high school. Over five million dollars has been raised to date to plan the site and finance the capital improvements. The remaining work includes the renovation of the auditorium which can be restored as an 800 seat capacity facility.

To complete this facility, a partnership between the City and the Foundation will continue to define the scope of the project, evaluate the demand for a conference/performing arts center, develop use agreements with the Lodi Arts Commission and the Lodi Unified School District, establish management policies and develop a financing plan for construction and operating costs.

#### **ACTION STEPS**

The following action steps have been identified:

- |  |       |
|--|-------|
| • Establish a steering committee with representatives from the Foundation and Arts Commission. | 06/95 |
| • Sign contracts for working drawings  | 08/95 |
| • Develop joint use agreement  | 10/95 |
| • Prepare management plan for project development  | 12/95 |
| • Prepare operating plan   | 12/95 |
| • Approve working drawings   | 02/96 |
| • Construction of facility   | 07/96 |

#### **RESPONSIBLE DEPARTMENT**

Administration, Community Center and Public Works

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Conferencing/Performing Art Center**

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#### **FINANCIAL AND STAFF RESOURCES ALLOCATED**

Approximately 400 staff hours and \$9.5 million of capital funds

#### **OUTCOME/FINAL PRODUCT**

A conference/performing arts center for the residents of Lodi



## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Water Utility Service Improvements**

---

#### **OBJECTIVE**

Ensure a safe, reliable and cost efficient water supply system

#### **BACKGROUND AND WORKSCOPE**

The City's water system currently has 25 developed wells. Due to DBCP and the TCE contamination standards set by the State and the Environmental Protection Agency, together with bacteria, taste and odor problems, 7 wells do not meet the current drinking water standards. Additionally, Well 9 has an ongoing bacteria problem that causes a distribution system bacteria problem. To meet demand levels anticipated for the summer of 1995, the City must install granular activated carbon (GAC) filters on at least three wells and install a million gallon water tank located at the Fred Reid Substation. This will increase the number of wells available to meet on-going and peak demands.

#### **ACTION STEPS**

The following action steps are necessary:

- |  |       |
|--|-------|
| • Approval of a rate increase to service debt financing.     | 04/95 |
| • Appropriate \$75,000 for disinfection equipment at Well 9. | 05/95 |
| • Obtain bids for GAC at Wells 22 and 23                     | 05/95 |
| • Prepare plans and specifications for a water tank          | 05/95 |

#### **RESPONSIBLE DEPARTMENT AND ACTIVITY**

Public Works Department

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED TO ACHIEVE GOAL**

Staff hours and \$3.0 million in the Water Capital Budget.

#### **OUTCOME/FINAL PRODUCT**

Safe, reliable cost effective water services

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Indoor Sports Facility**

---

#### **OBJECTIVE**

Develop a plan to provide an indoor/sports facility for the residents of Lodi for indoor recreation activities

#### **BACKGROUND AND WORKSCOPE**

The City has depended on the Lodi Unified School District, the Grape Festival and private property owners to provide indoor space for indoor recreation activities. These facilities are limited and are becoming more expensive to rent or lease.

The City has developed a Parks, Recreation and Open Space Master Plan which identified the need to build an indoor sports facility to meet current demand. There are a number of alternative sites for this facility and a number of existing facilities which the City could rent, lease or purchase. The estimated cost for a facility of the size considered is between \$4.0 million and \$6.0 million. However, the final cost is dependent on the site selected, the uses for the facility and whether existing facilities exist. Accordingly, the City will develop a concept plan to address the following elements:

- A needs and use assessment
- A site selection
- Concept drawings
- Alternative solutions
- Impact on operating costs
- Financing alternatives

#### **ACTION STEPS**

The following action steps have been identified:

- Contract with an urban/recreation planner to develop a plan to address the elements listed above. 09/95
- Present recommendations to City Council. 03/96

#### **RESPONSIBLE DEPARTMENT AND ACTIVITY**

Parks and Recreation, Public Works and Administration

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED TO ACHIEVE THE GOAL**

Staff hours and \$25,000 for consultant services

#### **OUTCOME/FINAL PRODUCT**

An approved plan to build, lease or purchase an indoor sports facility.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Compensation Policy Development**

---

#### **OBJECTIVE**

Develop a compensation policy to guide the City Council and staff in providing fair and equitable compensation to employees for their services which attracts and retains qualified and able employees and which reflects the concerns of taxpayers for control of government compensation plans.

#### **BACKGROUND AND WORKSCOPE**

Compensation plays a key role in the employment of qualified staff needed to provide City services. While the level of compensation is subject to negotiation, the need to develop policies to guide the City Council and staff in setting compensation objectives is important. The tax paying public needs some assurance that employees will be compensated in a manner that attracts and retains qualified staff while at the same time reflects their ability and willingness to pay. The City's employees need assurance that they will be paid a fair wage for their services consistent with their skills and demands from their jobs and not be subjected to unfounded criticism and ridicule for the compensation they earn. This undermines the morale of the employee and his family and does not promote high productivity.

The City needs to review a number of compensation strategies and policies which may be of use in developing a policy for the City. There are a number of successful models which exist in other cities, agencies and in the private sector which have been effective. These should be reviewed and those elements which would fit successfully within a City policy should be presented to the City Council for review. This policy should address total compensation. Elements to be considered in establishing a compensation policy include:

- Performance pay tied to accomplishment and productivity
- Cafeteria plans
- Survey markets
- Cost of living adjustments
- Community values

#### **ACTION STEPS**

The following action steps have been identified:

- |   |          |
|---|----------|
| • Contract with a compensation consultant to assist staff and Council develop a compensation policy | 08/95    |
| • Conduct workshops   | 09-12/95 |
| • Review policies with City Council   | 02/96    |

#### **RESPONSIBLE DEPARTMENT AND ACTIVITY**

Personnel Department and Administration

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED TO ACHIEVE THE GOAL**

Staff hours and contract services of \$20,000

**1995-97 FINANCIAL PLAN AND BUDGET**

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**MAJOR CITY GOAL - Compensation Policy Development**

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**OUTCOME/FINAL PRODUCT**

A compensation policy for City employees acceptable to the City Council, the staff and general public.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **MAJOR CITY GOAL - Contracting Services**

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#### **OBJECTIVE**

To contract City services that can be performed more cost effectively by private enterprise and at standards acceptable to the City Council.

#### **BACKGROUND AND WORKSCOPE**

The City Council adopted a budget policy in 1994 to contract City services when an opportunity to contain the cost of government services and to enhance productivity existed. The City Council is committed to using private sector resources in delivering municipal services as a key element in providing cost effective services and to contain the increasing cost of government. As such, the Council has identified two activities to be reviewed for possible contracting: (1) the maintenance of street trees; and (2) transit services.

To conduct this review, City staff or a qualified consultant will develop a work statement which identifies the level and quality of services to be provided, the level of management control to be exercised in administering a contract service and the criteria to be used to evaluate cost and bids between City staff and private contractors. Developing this criteria is demanding and important in determining whether to contract services with private business or keep the service in-house. Every player needs to know there is a level playing field and that the criteria used to evaluate the bids does not favor one party or the other. Accordingly, the development of the criteria is best accomplished by an independent consultant.

#### **ACTION STEPS**

The following action steps have been identified:

- |   |       |
|---|-------|
| • Contract with a consultant to develop work statements, management controls and evaluation criteria. | 09/95 |
| • Present plan to City Council for approval   | 04/96 |
| • Solicit bids for street tree services   | 05/96 |
| • Solicit bids for transit services   | 07/96 |

#### **RESPONSIBLE DEPARTMENT AND ACTIVITY**

Administration

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED TO ACHIEVE THE GOAL**

Staff hours and \$30,000 for consultant services

#### **OUTCOME/FINAL PRODUCT**

Cost effective street tree and transit services for the residents of Lodi

**Section C**  
**BUDGET GRAPHICS AND SUMMARIES**

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## 1995-97 FINANCIAL PLAN AND BUDGET

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### BUDGET GRAPHICS AND SUMMARIES

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This section provides tables and graphs which highlight key financial relationships and summarizes the overall budget. In addition, this section provides summarized information to analyze trends to determine the well being of the City.

In the wake of the fiscal crises which the City has faced in the last two years, the City Council and staff are in need of information to evaluate the financial condition of the City. However, several factors exist which made it difficult to perform a thorough analysis:

- There are few standards against which the City's finances can be measured with confidence.
- It is not easy to compare one city to another because of the differences which exist in population, services provided and legal requirements.
- It is difficult to measure factors external to the city government itself (political, economic, and social forces) which have a strong influence on financial well being.
- The problems which create fiscal difficulties seldom emerge overnight; rather they develop slowly, thus making potential difficulties less obvious.
- The information needed to assess problems is seldom readily available in a usable format.

Financial analysis is an applied, practical approach for monitoring the financial condition of the city through the use of financial indicators. To use this system, the City has constructed indicators over the previous ten year period to observe how they change. This permits an assessment of current financial condition and a data base to continue the assessment process in future years.

The purpose of this system is to assist the City:

- Make sense of the many factors that affect a city's financial condition and present them in a straight forward manner.
- Develop quantifiable indicators where possible.
- Use the indicators:
  1. To gain a better understanding of the City's financial condition.
  2. To identify emerging problems before they reach serious proportions.
  3. To prepare a straight forward picture of the City's financial strengths and weaknesses for presentation to the City Council, community, credit firms, and other groups.
  4. Introduce long-range considerations into the financial planning and budget process.
  5. Establish a starting point for elected officials to establish financial policies.

This approach relies heavily on the determination and analysis of selected key trends. The identification of one adverse trend however does not automatically represent fiscal decline. Some trends, which on the surface may appear adverse, may, after careful analysis, prove harmless. Moreover, this information is intended to provide an overview of the financial condition of the City.

## 1995-97 FINANCIAL PLAN AND BUDGET

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### BUDGET GRAPHICS AND SUMMARIES

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#### REVENUES VERSUS EXPENDITURES

##### Revenues

Revenues determine the capacity of a city to provide services. Important issues to consider are growth, diversity, reliability, flexibility and administration. Under ideal conditions, revenues would be growing at a rate equal to or greater than the combined effects of inflation and expenditures. They should be sufficiently flexible (free from spending restrictions) to allow necessary adjustments to changing conditions. They should be diversified by source so as not to be overly dependent on residential, commercial, industrial or external funding sources such as federal and state grants. User fees should be regularly evaluated to cover the cost of services at the levels established by City Council policy.

Overall revenues are increasing at an average annual rate of approximately 3.7% per year or \$2.5 million per year. This can be attributed to economic growth (sales tax, property tax, development and construction fees, etc.) one-time federal and state grants, to an approved increase in the business license tax rates approved by the City Council in 1995, the receipt of federal transit funds to finance the City transportation services and an increase in water service fees.

##### Expenditures

Expenditures are an approximate measure of the City's service output. Generally, the more a city spends in constant dollars, the more service it is providing. The reasoning does not take into account how effective the services are or how efficiently they are delivered. This first issue to consider is expenditure growth rate in order to determine whether a city is operating within its revenues.

Because the City adopts a balanced budget, it would seem unlikely that expenditure growth would exceed revenue growth. Nevertheless there are a number of subtle ways to have a balanced budget but create long-run imbalance in which expenditure outlays and commitments are growing faster than revenues. Some of the common ways are to use bond proceeds for operations, allocate small amounts from intergovernmental grants, borrow or use reserves. Another way is to defer maintenance of streets, buildings, and other capital stock or defer funding future liability such as worker's compensation.

Ideally, the City will have an expenditure growth rate that does not exceed its revenue growth rate and will have the maximum flexibility to adjust to changing conditions.

Over four years the City's operating expenditures are anticipated to increase at a rate of 3.7% or \$1.3 million per year. In addition, bulk power purchases will increase at a rate of 2% or \$546,000 per year. The capital expenditures and debt financing are funded with bond proceeds or fund balance set aside to finance capital projects.



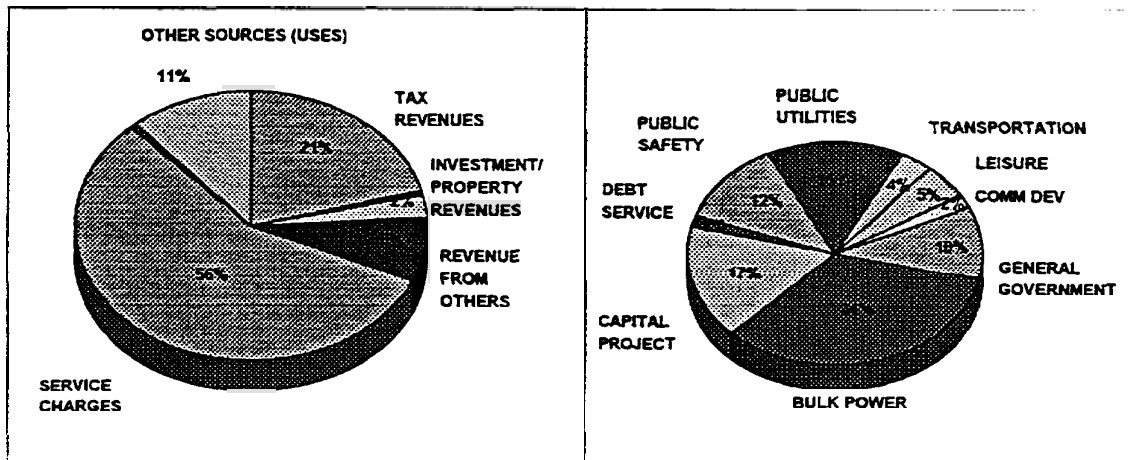
# 1995-97 FINANCIAL PLAN AND BUDGET

## FUNDING SOURCES - ALL FUNDS COMBINED

1995-96 ALL FUNDS COMBINED - \$84,545,408

	1993-94 ACTUAL	1994-95 BUDGET	1995-96 REQUESTED	1996-97 PROPOSED
<b>Revenues</b>				
Tax Revenues	\$16,245,478	\$16,508,985	\$17,663,100	\$17,829,500
Licenses and Permits	410,954	355,600	381,300	381,300
Fines and Forfeitures	100,550	86,400	93,400	93,400
Investment/Property Revenues	1,516,148	1,485,200	1,991,200	1,991,200
Revenue from Others	4,276,104	5,568,477	6,757,440	6,218,740
Service Charges	44,663,124	46,175,906	47,617,455	47,596,455
Other Revenues	676,785	557,010	332,479	154,850
Other Sources (Uses)		622,613	9,709,034	9,259,001
<b>TOTAL</b>	<b>\$67,889,143</b>	<b>\$71,360,191</b>	<b>\$84,545,408</b>	<b>\$83,524,446</b>

	1993-94 ACTUAL	1994-95 BUDGET	1995-96 REQUESTED	1996-97 PROPOSED
<b>Expenditures</b>				
Public Safety	\$9,646,101	\$10,141,795	\$10,173,730	\$10,217,905
Public Utilities	10,572,366	12,270,484	12,590,115	12,392,890
Transportation	2,626,932	2,763,735	3,020,635	2,948,560
Leisure, Cultural & Social Services	3,732,720	3,963,478	4,199,310	4,208,435
Community & Economic Development	1,582,958	1,547,539	1,815,085	1,757,750
General Government	6,980,717	8,510,429	8,790,211	8,798,399
Bulk Power Purchase	26,559,666	26,709,000	28,393,500	28,744,500
Other Purchases	806,003			
Capital Projects	4,205,645	4,308,055	14,184,425	12,297,847
Debt Service	1,176,035	1,145,676	1,378,397	2,158,160
<b>TOTAL</b>	<b>\$67,889,143</b>	<b>\$71,360,191</b>	<b>\$84,545,408</b>	<b>\$83,524,446</b>



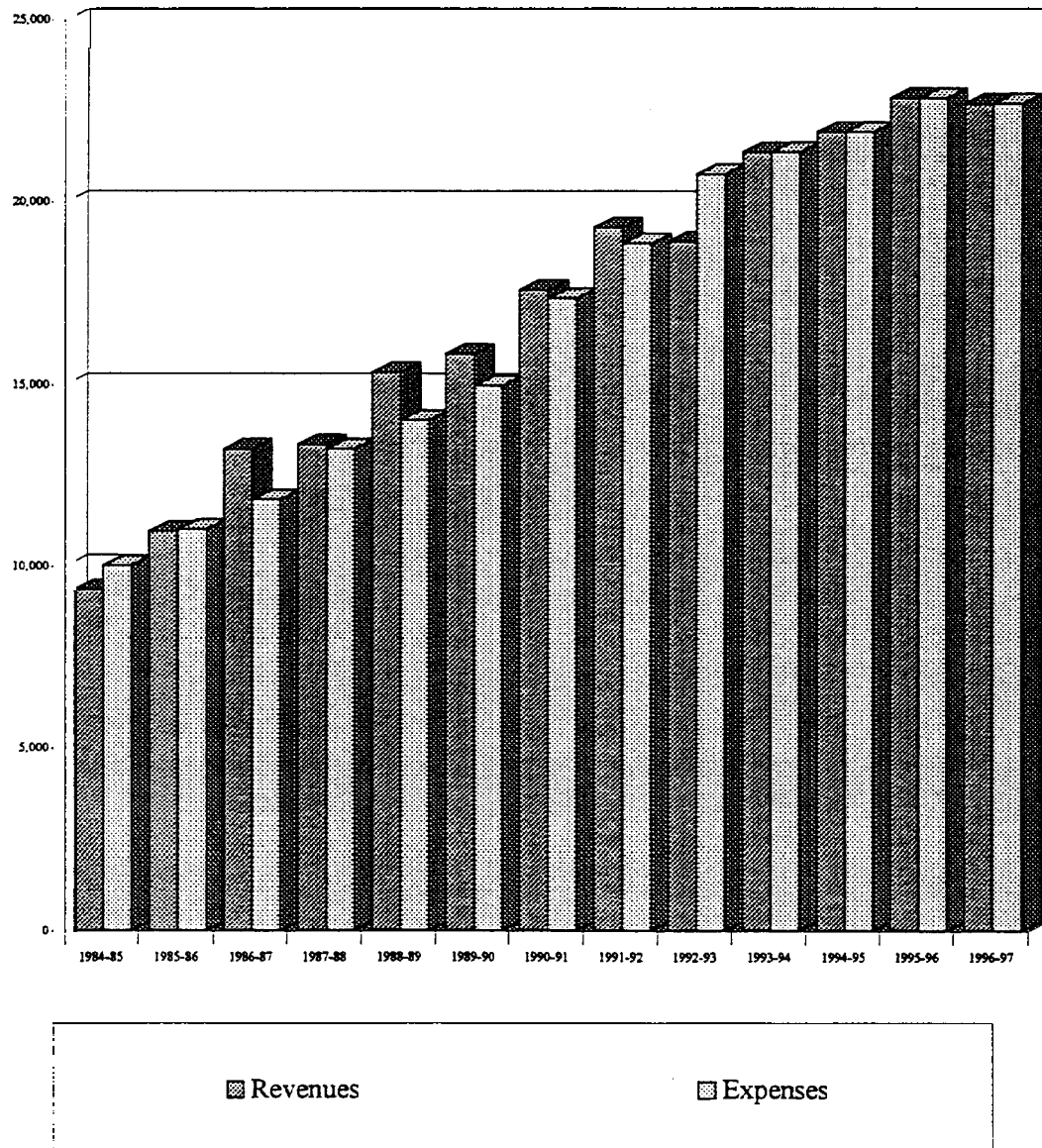
# 1995-97 FINANCIAL PLAN AND BUDGET

## GENERAL FUND REVENUE & EXPENSE

### 1995-96 GENERAL FUND REVENUE & EXPENSE - \$22,841 (In Thousands)

	1984-85	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97
	ACTUAL									BUDGET	REQUESTED	PROPOSED	
REVENUE	9,354	10,975	13,221	13,345	15,345	15,854	17,596	19,299	18,923	21,365	21,926	22,841	22,688
EXPENSES	10,027	11,016	11,839	13,230	14,015	14,967	17,369	18,878	20,767	21,365	21,926	22,841	22,688

GENERAL FUND REVENUE & EXPENSES  
(In Thousands)

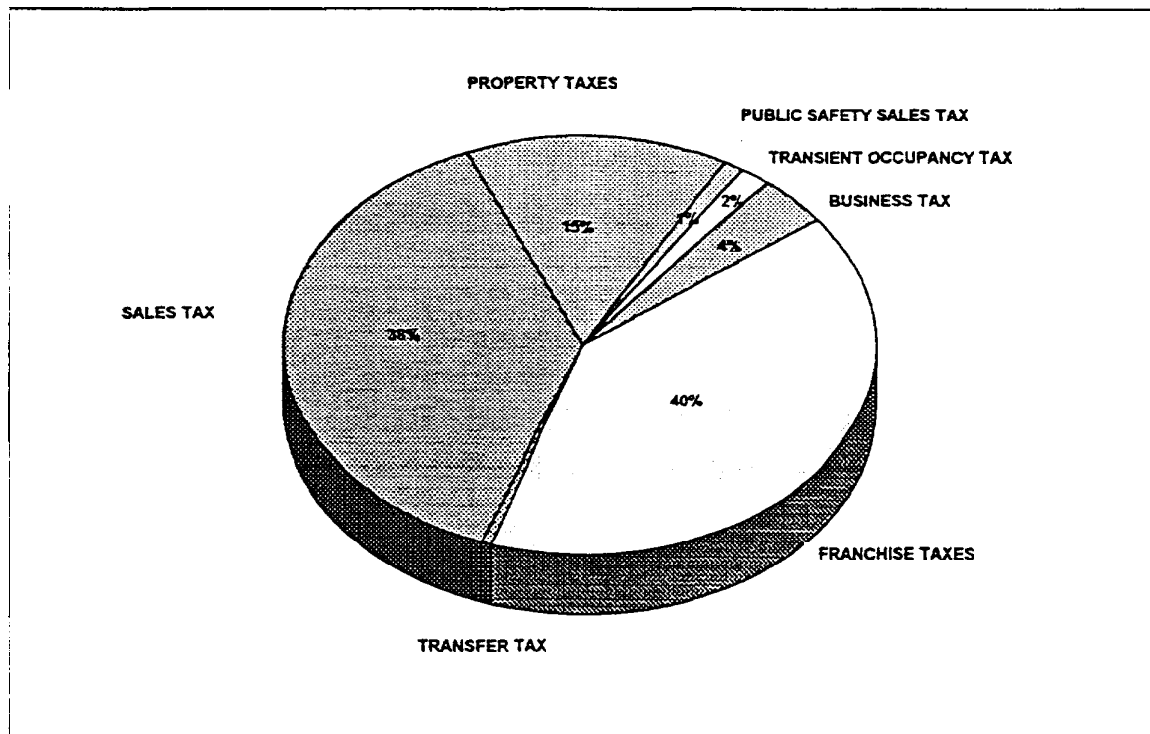


# 1995-97 FINANCIAL PLAN AND BUDGET

## GENERAL FUND TAX REVENUES

### 1995-96 GENERAL FUND TAX REVENUES - \$14,650,000

	1993-94 ACTUAL	1994-95 BUDGET	1995-96 REQUESTED	1996-97 PROPOSED
Sales Tax	\$5,220,919	\$5,270,000	\$5,560,000	\$5,670,000
Property Taxes	3,944,715	2,629,800	2,145,000	2,207,500
Public Safety Sales Tax	97,943	137,900	137,900	137,900
Transient Occupancy Taxes	246,649	242,600	262,000	262,000
Business Tax Receipts	91,826	90,000	550,000	780,000
Franchise Taxes	4,861,510	5,809,500	5,917,100	5,917,100
Real Property Transfer Taxes	68,145	58,000	78,000	78,000
<b>TOTAL</b>	<b>\$14,531,787</b>	<b>\$14,237,800</b>	<b>\$14,850,000</b>	<b>\$15,052,500</b>



## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET GRAPHICS AND SUMMARIES**

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#### **Utility Services**

There are a variety of indicators that are used to measure performance and earning capability of the utilities. These indicators are valuable in assessing the financial strengths and weaknesses of these services relative to other enterprises.

Common indicators utilized are operating ratios and debt coverage ratios which provide measures of profitability and debt service coverage and debt service safety. Coverage levels demonstrate both current and prospective repayment ability while safety margins denote additional levels of protection.

As demonstrated on the following pages, the City's utilities have had significant surpluses in prior years which has narrowed in the last three to four years to the point that in 1996-97 the City projects a small deficit. In 1995-96, the total operating revenues of the City's utilities are projected to increase 3% or approximately \$1.2 million while expenditures are projected to increase 5% or \$2.1 million. The increase in revenues is due primarily to expansion and rate increases in the water and sewer service. The increase in expenditures is due primarily to an increase in the cost of power purchased for the electric service.

The number of utility customers is increasing at a rate of 1% to 2% per year but not as dramatically as in past years which experienced growth of 3% to 6% per year.

Additional analysis and information regarding the City's utilities will be the subject of a special study to be presented to the City Council this Fall.

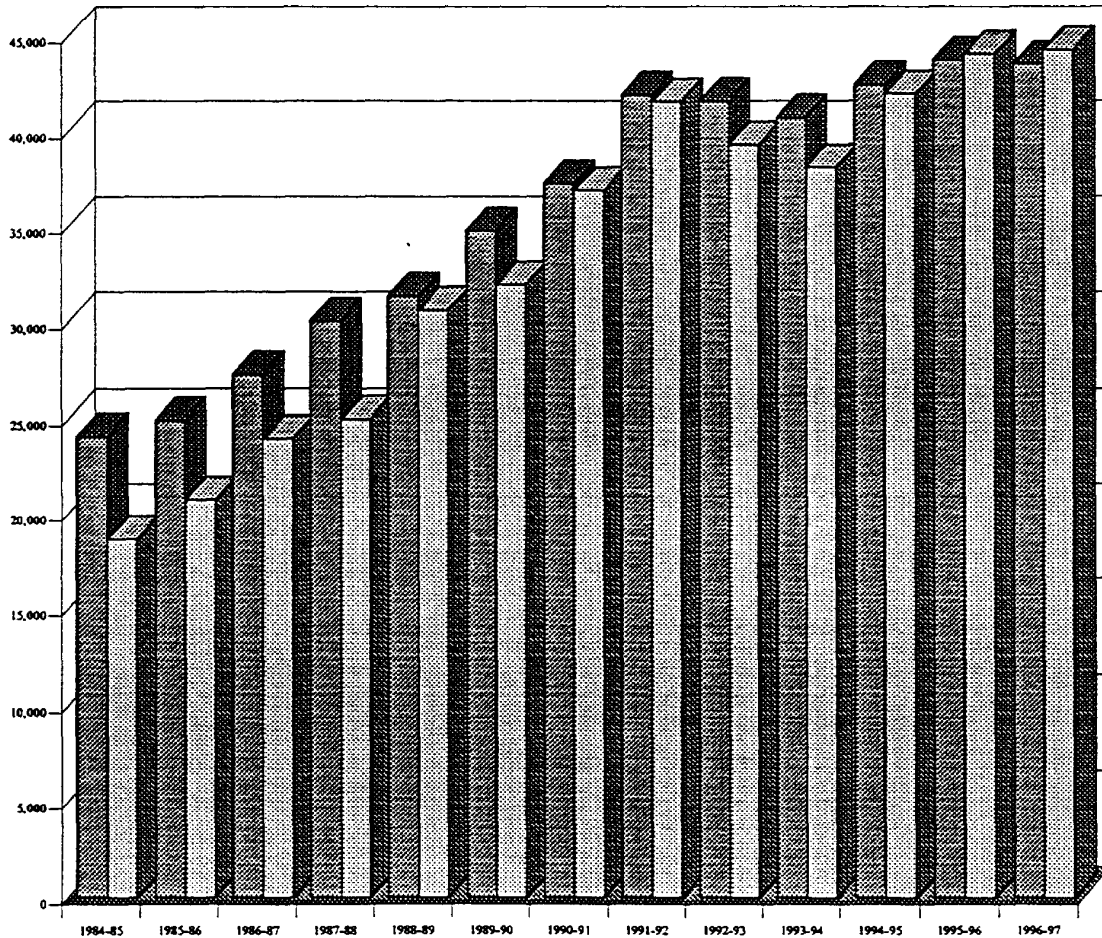
# 1995-97 FINANCIAL PLAN AND BUDGET

## ENTERPRISE FUND REVENUE & EXPENSE

### 1995-96 ENTERPRISE FUND REVENUE & EXPENSE - \$43,735 (In Thousands)

	1984-85	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97
	ACTUAL										BUDGET	REQUESTED	PROPOSED
REVENUE	24,124	24,946	27,314	30,106	31,400	34,821	37,312	41,920	41,592	40,757	42,455	43,735	43,524
EXPENSES	18,687	20,774	23,985	25,006	30,660	32,006	36,947	41,563	39,339	38,151	41,974	44,055	44,288

ENTERPRISE FUND REVENUE & EXPENSES  
(In Thousands)



■ Revenues

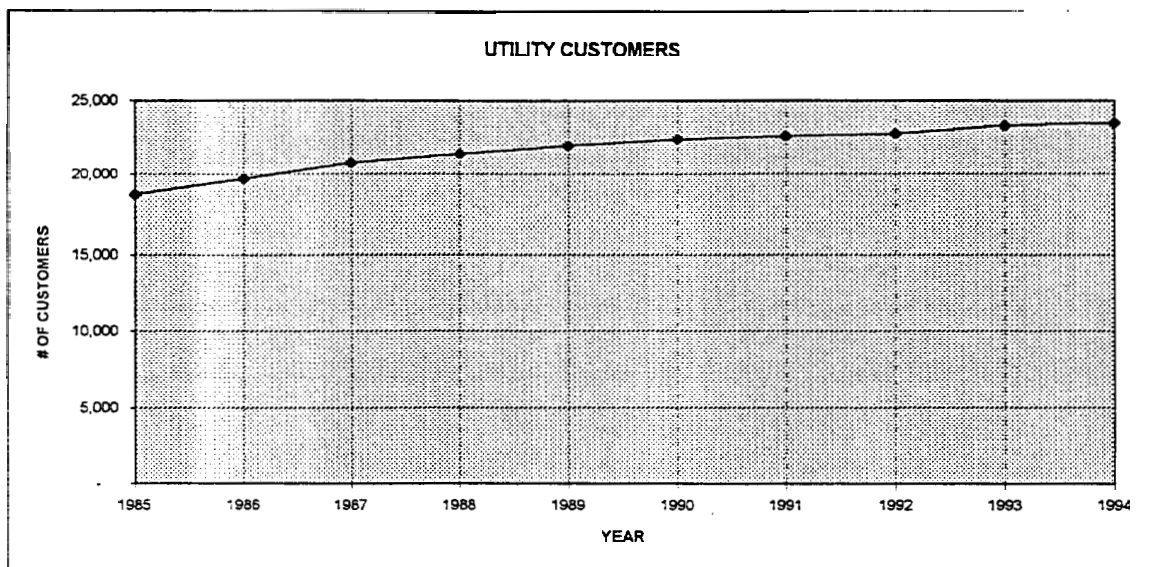
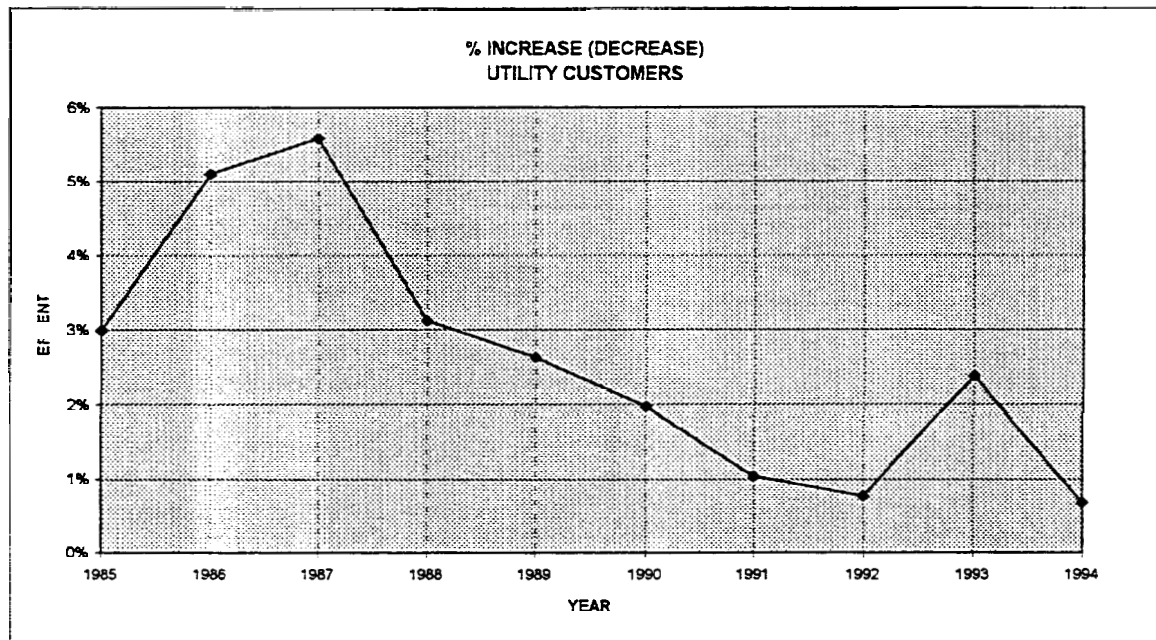
□ Expenses

# 1995-97 FINANCIAL PLAN AND BUDGET

## TOTAL UTILITY CUSTOMERS & PERCENT CHANGE

### 1994 TOTAL UTILITY CUSTOMERS & PERCENT CHANGE - \$23,557

	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
Total Customers	18,736	19,693	20,793	21,443	22,009	22,444	22,678	22,853	23,398	23,557
Percent change		3%	5%	6%	3%	2%	1%	1%	2%	1%



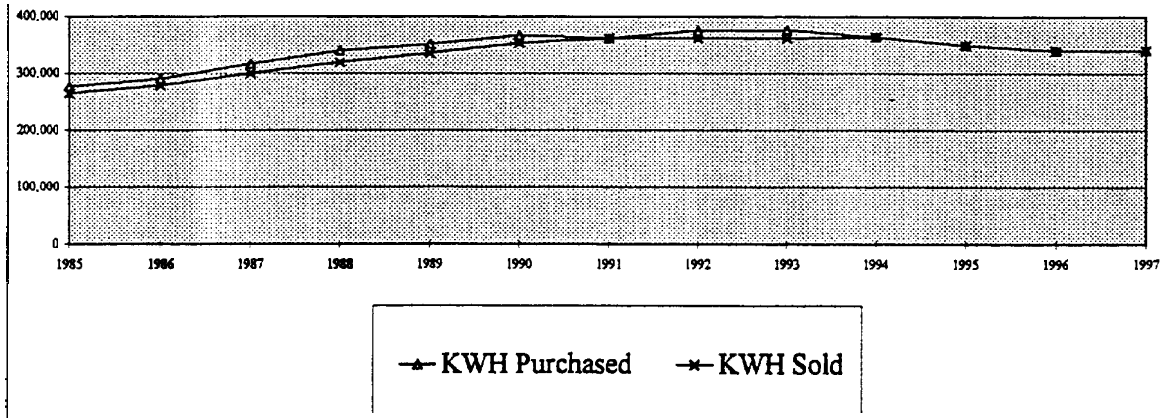
# 1995-97 FINANCIAL PLAN AND BUDGET

## ELECTRIC KILOWATT HOURS PURCHASED AND SOLD

1997 ELECTRIC KILOWATT HOURS PURCHASED AND SOLD (In Thousands)

	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997
KWH Purchased	276,558	290,952	316,778	340,080	351,621	367,600	362,471	376,042	377,326	364,371	349,755	340,399	341,320
KWH Sold	265,337	278,929	300,325	319,652	336,238	353,825	362,074	362,090	362,574	364,167	349,755	340,399	341,320

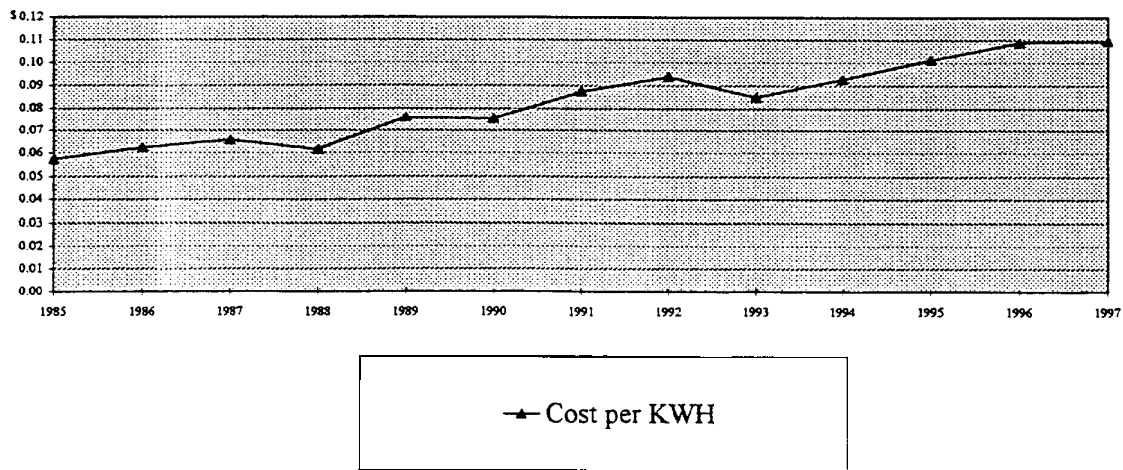
ELECTRIC KILOWATT HOURS PURCHASED AND SOLD  
(In Thousands)



1996 COST PER KILOWATT HOURS - \$0.1089

	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997
Total Expenses	15,886	18,134	20,849	20,931	26,733	27,753	31,691	35,291	32,089	33,865	35,422	37,075	37,485
Cost per KWH	0.0574	0.0623	0.0658	0.0615	0.0760	0.0755	0.0874	0.0938	0.0850	0.0929	0.1013	0.1089	0.1098

COST PER KILOWATT HOURS



**BUDGET GRAPHICS AND SUMMARIES**

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**Population**

Population growth is both good and bad. Growth increases demand for services, thus increasing expenditures; however, it also increases revenues. Growth that results in quality development will more likely generate income above demands for services.

The population growth of Lodi has steadily increased, albeit at a much slower pace than San Joaquin County. However, the population growth in the County directly impacts the City of Lodi and the services it provides. Lodi's growth has outpaced the growth in staff which reflects the cost control measures implemented by the City Council over the last two years.

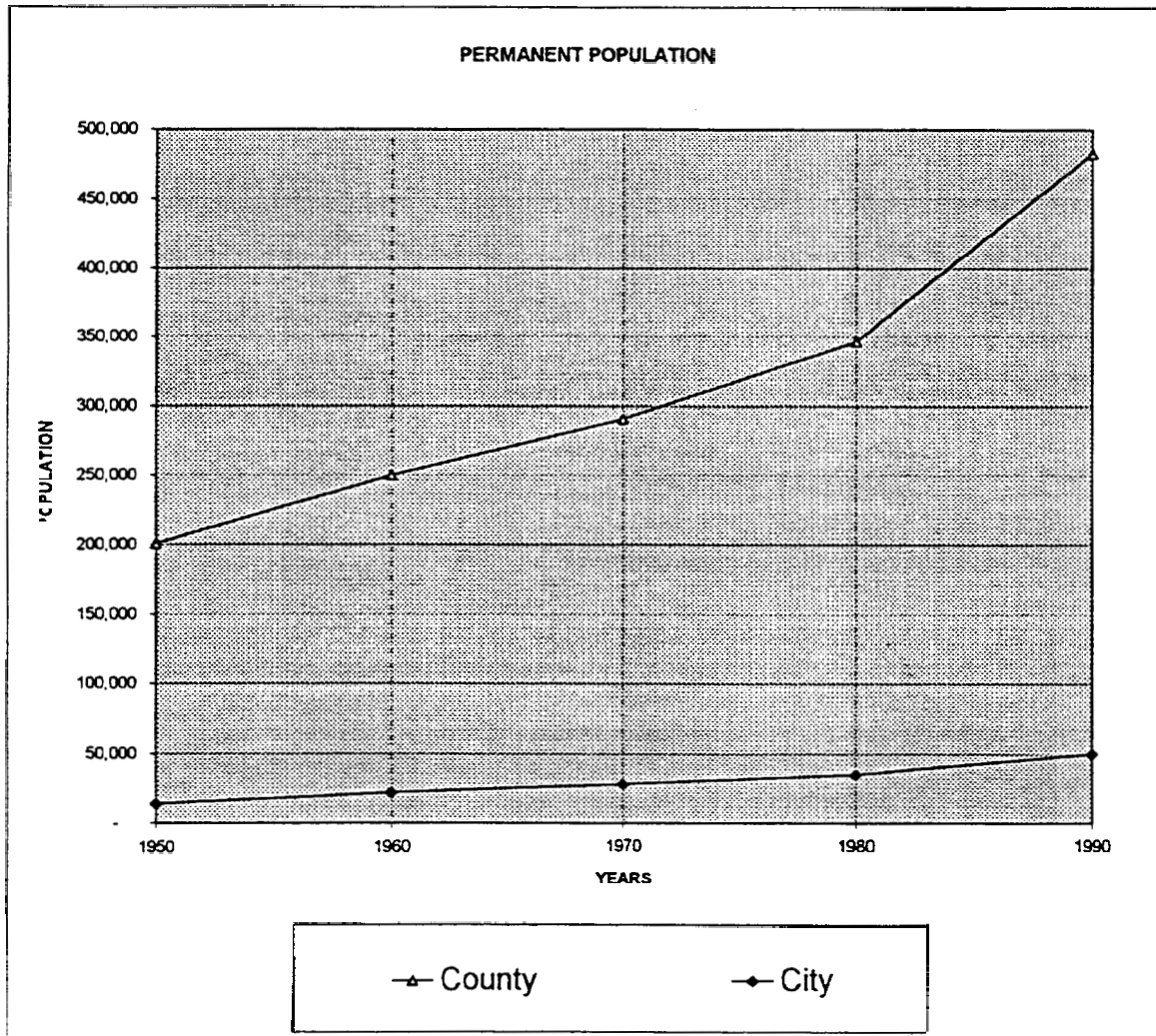


## 1995-97 FINANCIAL PLAN AND BUDGET

### PERMANENT POPULATION

1990 PERMANENT POPULATION

	1950	1960	1970	1980	1990
CITY	13,798	22,229	28,691	35,221	50,328
COUNTY	200,750	249,989	291,073	346,821	482,854



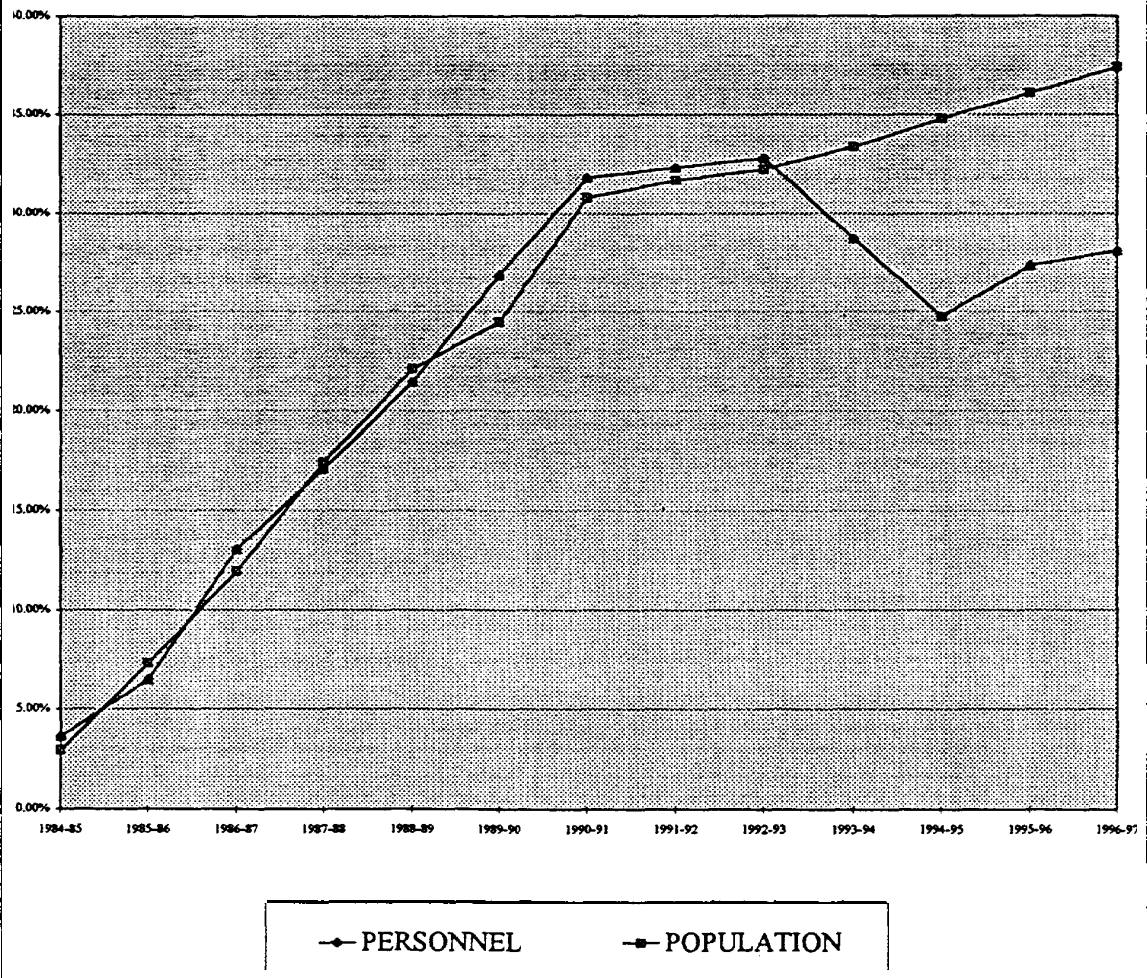
# 1995-97 FINANCIAL PLAN AND BUDGET

## CUMMULATIVE AUTHORIZED PERSONNEL TO POPULATION

### 1995-96 CUMMULATIVE AUTHORIZED PERSONNEL TO POPULATION

	1984-85	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97
PERSONNEL	304	313	335	349	365	386	406	408	410	394	379	389	392
Percent Change	3.62%	6.49%	13.06%	17.07%	21.46%	26.90%	31.82%	32.31%	32.80%	28.74%	24.78%	27.35%	28.12%
POPULATION	39,475	41,281	43,293	45,794	48,042	49,221	52,539	53,000	53,300	53,903	54,694	55,410	56,136
Percent Change	2.93%	7.31%	11.96%	17.41%	22.09%	24.49%	30.80%	31.67%	32.24%	33.36%	34.80%	36.09%	37.39%

### CUMMULATIVE AUTHORIZED PERSONNEL TO POPULATION



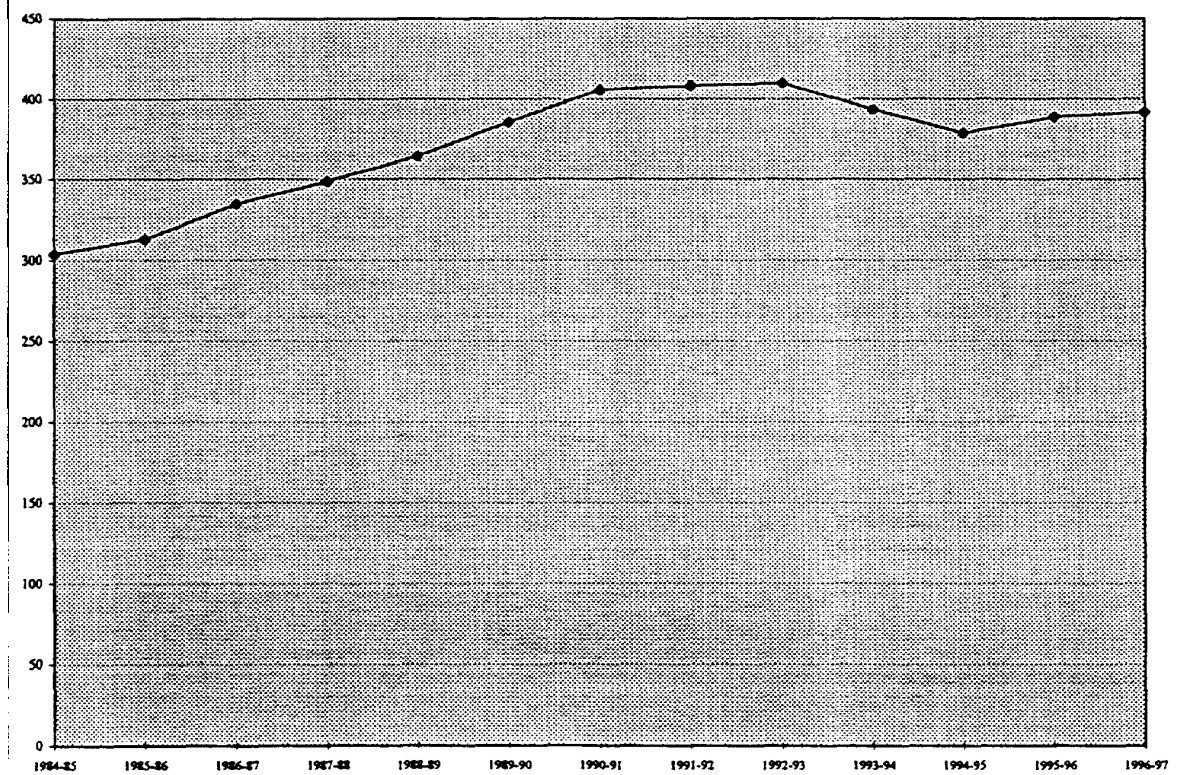
# 1995-97 FINANCIAL PLAN AND BUDGET

## AUTHORIZED PERSONNEL

### 1995-96 AUTHORIZED PERSONNEL

	1984-85	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97
PERSONNEL	304	313	335	349	365	386	406	408	410	394	379	389	392

### AUTHORIZED PERSONNEL



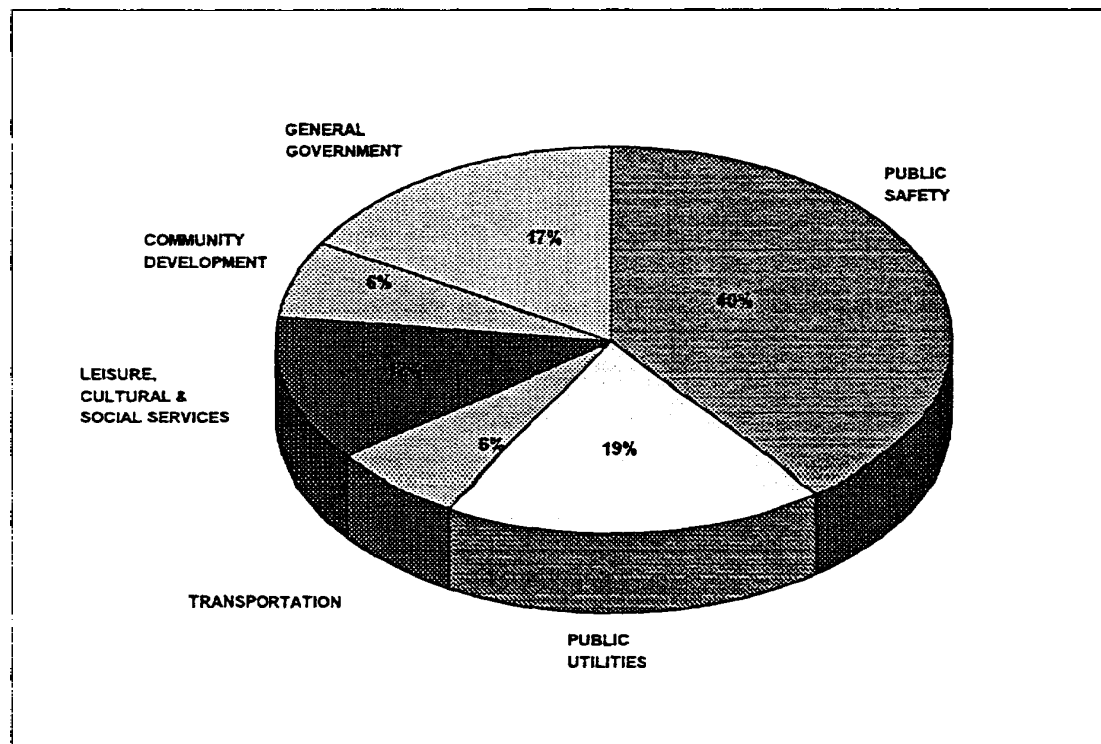
—◆— Authorized Personnel

# 1995-97 FINANCIAL PLAN AND BUDGET

## AUTHORIZED REGULAR POSITIONS BY MISSION

1995-97 AUTHORIZED REGULAR POSITIONS 389

	1993-94 ACTUAL	1994-95 BUDGET	1995-96 REQUESTED	1996-97 PROPOSED
Public Safety	151.0	151.0	154.0	157.0
Public Utilities	75.0	73.0	72.0	72.0
Transportation	27.0	24.0	25.0	25.0
Leisure, Cultural and Social Services	49.0	45.0	48.0	48.0
Community Development	25.5	25.0	25.0	25.0
General Government	64.0	61.0	65.0	65.0
<b>TOTAL</b>	<b>391.5</b>	<b>379.0</b>	<b>389.0</b>	<b>392.0</b>



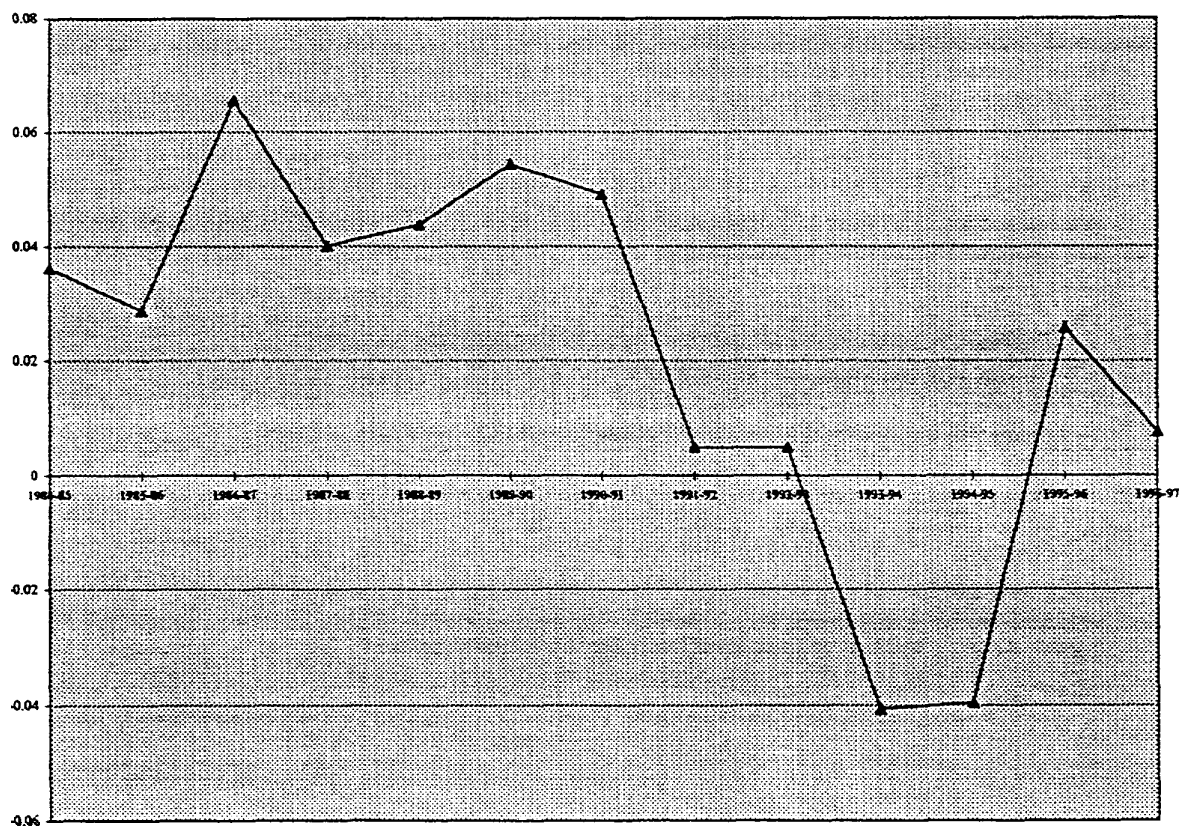
# 1995-97 FINANCIAL PLAN AND BUDGET

## CHANGE IN PERSONNEL

### 1995-96 CHANGE IN PERSONNEL

	1984-85	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97
PERCENTAGE OF CHANGE PERSONNEL	3.62%	2.88%	6.57%	4.01%	4.38%	5.44%	4.93%	0.49%	0.49%	-4.06%	-3.96%	2.57%	0.77%

AUTHORIZED PERSONNEL  
(Percentage of Change)



—▲— Personnel

## 1995-97 FINANCIAL PLAN AND BUDGET

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### BUDGET GRAPHICS AND SUMMARIES

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#### Taxable Property Values

Property value is important because property tax is a significant City revenue. Cities experiencing population and economic growth are likely to experience growth in property values in the short-term, the supply of housing is fixed and the increase in demand due to growth will force prices up. The reverse tends to be true of declining areas.

The extent to which declining property values affect city revenues will depend on the city's reliance on property tax. In Lodi, property tax is approximately 15% of general fund tax revenues and 24% of total tax revenues. The extent to which property tax declines or increases reflects the economic health of the City is difficult to determine. However, all economic and demographic factors tend to be closely related.

The assessed value of real and personal property within the City of Lodi is, pursuant to state law, established by the County Tax Assessor. The assessed valuation is 1% of the actual value of the property. The City has enjoyed an increase each year on the assessed value of taxable property. Dramatic increases of 13% occurred in fiscal year 1986-87 due to commercial and residential development. However, this rate of increase has dropped down to 5% to 7% per year. The prospect for increased revenues from property tax is dependent upon growth in the area of new construction, annexation and the annual increase in property values which is limited to 2% annually by state constitution.

#### New Construction

This trend is measured simply by recording the aggregate dollar value of building permits over the past ten years. Building permits tend to be good barometers of economic activity and vitality. If their number and value is declining, four general reasons should be considered:

- The trend reflects a national recession or decline in construction activity.
- No land is available for new development.
- The economic vitality of the city is eroding.
- Rising impact fees are discouraging new development.

If the first of these is applicable, the problem is likely to be short term and, in any case, is beyond local control. The latter three reasons however could foster economic difficulty for the city.

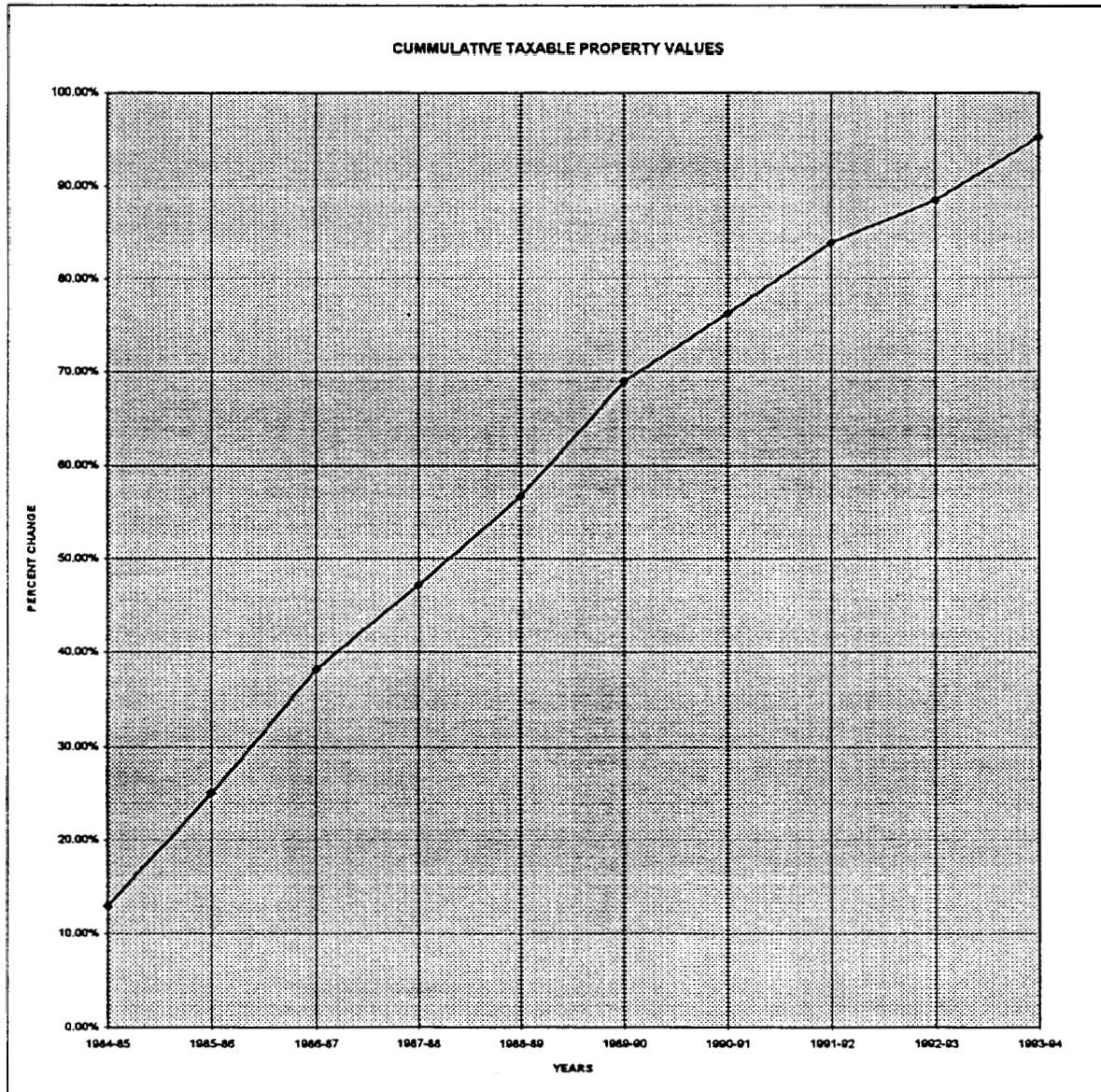
The value of building permits issued for new construction has varied due to changing economic conditions as well as due to a limited supply of residential and commercial properties within the corporate limits. The City's residential growth is limited to 2% per year. As such, buildout will not occur under the City's master plan.



# 1995-97 FINANCIAL PLAN AND BUDGET

## CUMMULATIVE TAXABLE PROPERTY VALUES

1993-94 CUMMULATIVE TAXABLE PROPERTY VALUES										
	1984-85	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
Total Property Value	1,045,150	1,170,870	1,325,338	1,444,566	1,581,813	1,776,508	1,905,388	2,050,725	2,144,265	2,290,350
Percent change	12.99%	25.02%	38.21%	47.21%	56.71%	69.02%	76.27%	83.90%	88.46%	95.27%



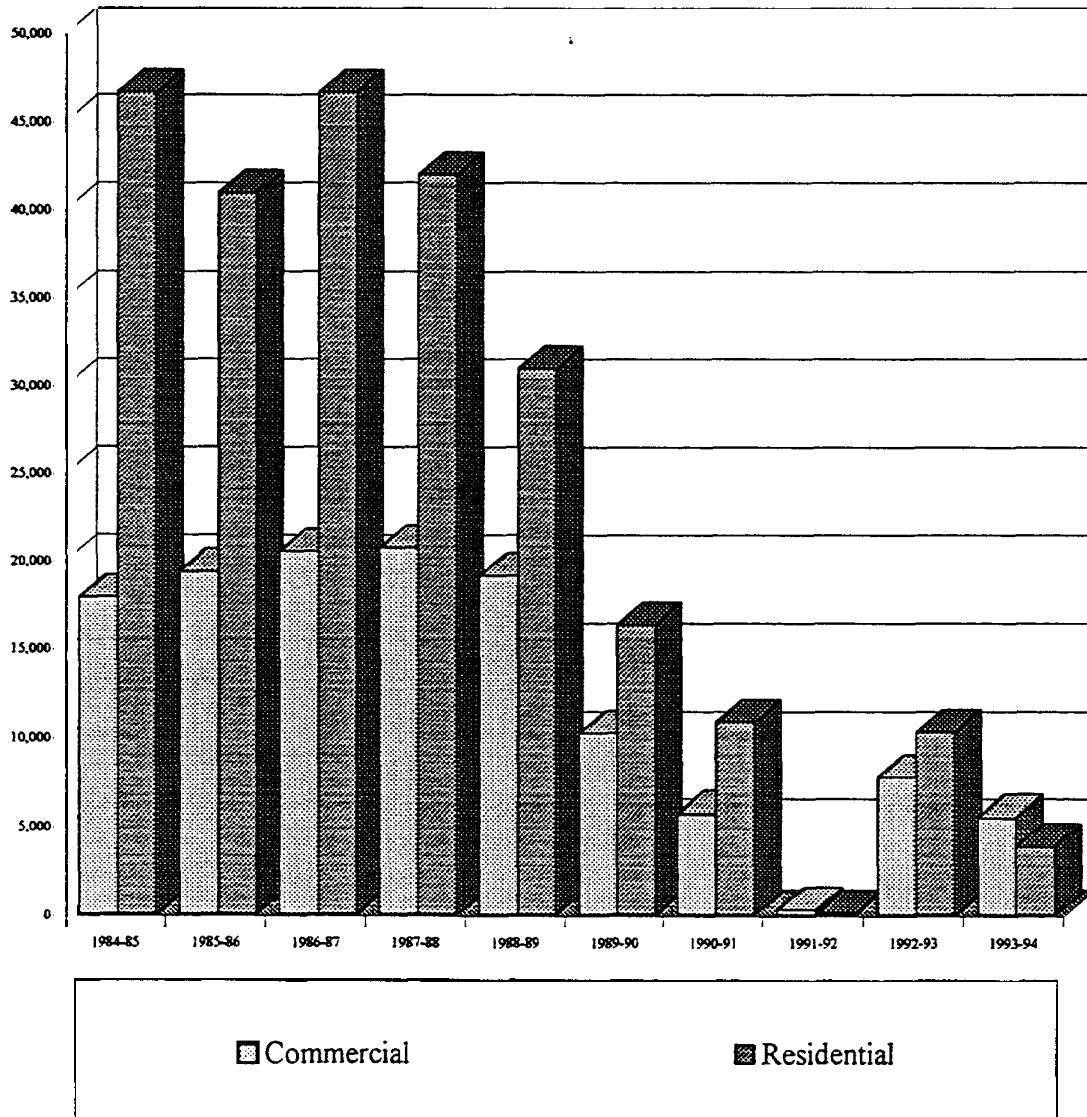
# 1995-97 FINANCIAL PLAN AND BUDGET

## NEW COMMERCIAL & RESIDENTIAL CONSTRUCTION VALUES

**1993-94 NEW COMMERCIAL & RESIDENTIAL CONSTRUCTION VALUES (In Thousands)**

	1984-85	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
RESIDENTIAL	46,612	40,873	46,578	41,909	30,925	16,335	10,863	102	10,276	3,844
COMMERCIAL	17,839	19,329	20,489	20,670	19,115	10,219	5,645	274	7,702	5,450

**NEW COMMERCIAL & RESIDENTIAL CONSTRUCTION VALUES  
(In Thousands)**





**Section D**  
**OPERATING ACTIVITIES**

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## 1995-97 FINANCIAL PLAN AND BUDGET

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### OPERATING ACTIVITIES

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#### OVERVIEW

This section lists and describes those Activities authorized to deliver services and are organized by mission. This format allows the City to present the budget based on:

- \* Policies and goals which define the nature and level of services required without emphasizing Department organization and turf concerns.
- \* Suitable activities for delivering services.
- \* Objectives for improving the delivery of services.
- \* Identification and appropriation of resources required to conduct activities and accomplish objectives.

The presentation of the City's operating expenditures is organized along "mission lines" using a pyramid approach summarized as follows:

**Mission** - The highest level of summarization used in the City's financial plan. The mission represents a fundamental City-wide function under which are grouped the related activities crossing organizational (department) boundaries and aimed at major missions. The six missions in the financial plan are:

- \* Public Safety
- \* Public Utilities
- \* Transportation
- \* Leisure, Cultural and Social Services
- \* Community and Economic Development
- \* General Government

**Program** - A grouping of related activities within a functional area such as police protection within Public Safety or electric service within Public Utilities.

**Activities** - The basic unit of service delivery provided to accomplish missions, goals, and objectives.

**Task** - Significant sub-activities conducted to deliver services.

The following is an example of the relationships between Missions, Programs, Activities, and Tasks:

Mission:	Public Utilities
Program:	Electric Service
Activity:	Electric Utility Administration
Task:	Supervision of Department staff

**1995-97 FINANCIAL PLAN AND BUDGET**

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**OPERATING ACTIVITIES**

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<u>Mission and Program</u>	<u>Responsible Office</u>	<u>Primary Funding Source</u>
<b>Public Safety</b>		
Police Protection	Police	General Fund
Fire Safety	Fire	General Fund
Other Safety Services	Public Works	General Fund
<b>Public Utilities</b>		
Wastewater Utility Services	Public Works	Sewer Fund
Water Utility Services	Public Works	Water Fund
Electric Utility Services	Electric	Electric Fund
<b>Transportation</b>		
Streets and Flood Control	Public Works	General Fund
Street Lights	Electric Utility	General Fund
Municipal Transit System	Administration	Transit Fund
<b>Leisure, Cultural and Social Services</b>		
Parks and Recreation Services	Parks and Recreation	General Fund
City Library	Library	Library Fund
Community Center	Administration	General Fund
Child Care Services	Parks and Recreation	Camp Hutchins
<b>Community and Economic Development</b>		
Planning	Community Development	General Fund
Construction Development:		
Engineering	Public Works	General Fund
Construction Regulation	Community Development	General Fund
Economic Development	Administration	General Fund
<b>General Government</b>		
Legislation and Policy	City Clerk	General Fund
General Administration		
City Manager	Administration	General Fund
Public Works Administration	Public Works	General Fund
Legal Services	City Attorney	General Fund
Records Admin & Elections	City Clerk	General Fund
Administrative Services		
Personnel Administration	Personnel	General Fund
Risk and Solid Waste Management	Administration	General Fund
Information Systems	Administration	General Fund
Finance Administration	Finance	General Fund
Organizational Support Services		
Field Services	Finance	General Fund
Building Maintenance	Public Works	General Fund
Equipment Maintenance and Motor Pool	Public Works	General Fund
<b>Non-Departmental</b>		
General Support	Administration	General Fund
General Liability	Administration	Self Insurance Fund
Other Insurance	Administration	Self Insurance Fund
Benefits Administration	Personnel	Benefits Fund

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **OPERATING ACTIVITIES**

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The information in an Activity Description includes the following elements:

**Department Title** - The Mission Title, Activity Name, Department responsible for program administration, Program and Primary Fund Source

**Activity Description** - Activity purpose, goals and objectives are described in this part.

**Activity Costs** - Four years of historical and projected expenditures for the last fiscal years, the actual for 1993-94, the current Budget for 1994-95, the Requested Budget for 1995-96, and the Proposed Budget for 1996-97. Activity costs are divided into five cost categories by object code:

1. **Personnel Services** - These are salary expenditures for all regular employees, part-time employees, temporary employees and contract employees ( as well as their related costs, benefits, and overtime) paid through the City's payroll system.
2. **Utilities and Communications** - All expenditures for utilities and communications.
3. **Supplies, Materials & Services** - All expenditures for the purchase of supplies, material and services necessary for the conduct of day-to-day operations.
4. **Minor Equipment** - Expenditures for all purchases of equipment greater than \$3,000 but less than \$10,000. New capital purchases or projects with a cost in excess of \$10,000 are included in the appropriate capital improvement budget.
5. **Other** - Expenditures for special purposes payments such as taxes, donations, etc.

**Staffing Summary** - A summary of actual, budgeted, requested and proposed staffing. This is a four year summary of authorized regular positions by activity. As such, staffing is based on organization and not cost centers. Staff positions will be assigned to activities in which the employee is expected to spend 50% or more of their time. For enterprise fund employees the "whole person, whole place" rule is for the total enterprise fund, i.e. employee time may be distributed based on level of effort.

**Significant Expenditure and Staffing Changes** - This section provides a summary of any significant expenditure and staffing changes. A significant expenditure and staffing change is defined as a change that meets the following criteria:

- \* Any change in regular staffing
- \* Significant one-time costs
- \* Major service curtailments or expansions
- \* Changes in operations that will significantly affect other departments or customer services
- \* Changes that affect current policy
- \* Dollar parameters vary by Department; however, changes that increase Activity costs by more than \$5,000 should be considered a major expenditure change

**Major Objectives** - This is a list of significant objectives necessary to improve or change service delivery, including Capital Improvement Budget projects that will be managed by the Activity.

**Operating Activities**  
**EXPENDITURE SUMMARIES**

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## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **EXPENDITURE SUMMARIES**

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#### **OVERVIEW**

The following expenditure summaries are provided to highlight the financial relationships between missions and programs as well as to summarize the overall activity budgets. This summary is presented at the mission, program and activity level.

#### **Expenditures By Mission**

- \* Summarizes operating expenditures at the mission and program level

#### **Expenditures By Activity**

- \* Summarizes operating expenditures at activity and groups these expenditures by program and mission

1995-97 FINANCIAL PLAN AND BUDGET

OPERATING BUDGET BY MISSION

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Public Safety</b>				
Police Protection	6,332,657	6,755,565	6,657,245	6,737,160
Fire Safety	3,298,426	3,370,330	3,501,560	3,465,820
Other Safety Services	15,018	15,900	14,925	14,925
<b>Total Public Safety</b>	<u>9,646,101</u>	<u>10,141,795</u>	<u>10,173,730</u>	<u>10,217,905</u>
<b>Public Utilities</b>				
Water Utility Services	2,209,995	2,005,809	2,240,190	2,111,720
Wastewater Utility Services	2,196,243	2,460,015	2,567,025	2,523,220
Electric Utility Services	6,166,127	7,804,660	7,782,900	7,757,950
<b>Total Public Utilities</b>	<u>10,572,366</u>	<u>12,270,484</u>	<u>12,590,115</u>	<u>12,392,890</u>
<b>Transportation</b>				
Streets and Flood Control	2,170,905	2,254,090	2,355,440	2,294,115
Transit	456,027	509,645	665,195	654,445
<b>Total Transportation</b>	<u>2,626,932</u>	<u>2,763,735</u>	<u>3,020,635</u>	<u>2,948,560</u>
<b>Leisure, Cultural &amp; Social Services</b>				
Parks and Recreation	614,436	571,705	628,690	628,090
Recreation Division	817,104	931,361	926,700	917,200
Parks Division	837,781	875,089	822,955	821,555
Cultural Services	1,372,370	1,481,268	1,698,565	1,692,340
Social Services	91,029	104,055	122,400	122,450
<b>Total Leisure, Cultural &amp; Social Services</b>	<u>3,732,720</u>	<u>3,963,478</u>	<u>4,199,310</u>	<u>4,181,635</u>
<b>Community &amp; Economic Development</b>				
Planning	305,679	319,330	338,540	333,550
Construction Development	1,205,696	1,201,294	1,289,400	1,282,650
Economic Development	66,020	175,890	404,790	379,790
<b>Total Community &amp; Economic Development</b>	<u>1,577,395</u>	<u>1,696,514</u>	<u>2,032,730</u>	<u>1,995,990</u>
<b>General Government</b>				
Legislation and Policy	70,277	74,150	78,180	78,180
General Administration	498,051	496,215	522,670	519,720
Legal Services	172,083	217,640	244,705	244,705
City Clerk Services	155,330	142,525	143,030	156,330
Administrative Services	1,920,492	1,980,881	2,160,806	2,107,699
Organizational Support Services	1,754,193	1,645,705	1,726,245	1,732,895
Non-Departmental Services	2,237,680	3,681,898	3,697,430	3,696,130
<b>Total General Government</b>	<u>6,808,106</u>	<u>8,239,014</u>	<u>8,573,066</u>	<u>8,535,659</u>
<b>TOTAL OPERATING BUDGET</b>	<u><b>34,963,619</b></u>	<u><b>39,075,820</b></u>	<u><b>40,589,586</b></u>	<u><b>40,272,639</b></u>

# 1995-97 FINANCIAL PLAN AND SUMMARY

## OPERATING BUDGET BY ACTIVITY

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Public Safety</b>				
Police Protection				
Police Administration	866,481	932,610	818,400	797,785
Police Operations	3,762,229	4,173,895	4,373,935	4,468,695
Police Investigations	1,616,499	1,555,895	1,377,880	1,383,800
Animal Shelter	87,449	93,165	87,030	86,880
Fire Safety				
Fire Administration	3,101,731	2,951,010	3,040,560	2,959,415
Fire Prevention	195,773	202,420	213,245	259,950
Training	922	94,565	95,550	95,550
Special Services		122,335	152,205	150,905
Other Safety Services				
Graffiti Abatement	15,018	15,900	14,925	14,925
<b>Total Public Safety</b>	<u>9,646,101</u>	<u>10,141,795</u>	<u>10,173,730</u>	<u>10,217,905</u>
<b>Public Utilities</b>				
Water Utility Services				
Water	2,209,995	2,005,809	2,240,190	2,111,720
Wastewater Utility Services				
Wastewater	2,196,243	2,460,015	2,567,025	2,523,220
Electric Utility Services				
Electrical	6,166,127	7,804,660	7,782,900	7,757,950
<b>Total Public Utilities</b>	<u>10,572,366</u>	<u>12,270,484</u>	<u>12,590,115</u>	<u>12,392,890</u>
<b>Transportation</b>				
Streets and Flood Control				
Street Maintenance	1,666,499	1,897,800	1,856,850	1,795,045
Street Trees	153,576	20,000	120,000	120,000
Street Cleaning	190,001	151,725	159,740	159,390
Parking Lot Maintenance	8,552	5,350	7,155	7,155
Storm Drains	152,276	179,215	211,695	212,525
Transit				
Transit	456,027	509,645	665,195	654,445
<b>Total Transportation</b>	<u>2,626,932</u>	<u>2,763,735</u>	<u>3,020,635</u>	<u>2,948,560</u>
<b>Leisure, Cultural &amp; Social Services</b>				
Parks and Recreation				
Parks and Recreation Commission		1,550	14,900	17,100
Parks and Recreation Administration	614,436	570,155	613,790	610,990
Recreation Division				
Playgrounds	71,306	74,520	112,750	114,000
Youth/Teen Sports	90,353	112,695	121,360	121,360
Indoor/Outdoor Activities	28,800	34,655	38,450	39,950
Aquatics	128,766	190,360	149,445	143,445
Adult Sports	79,982	107,205	76,305	76,305
Specialty Classes	23,007	26,000	26,150	26,150
Concessions	20,621	20,000	20,000	20,000
Sports Facilities	374,269	365,926	382,240	375,990
Parks Division				
Lodi Lake Park	134,078	139,825	140,585	140,585



## OPERATING BUDGET BY ACTIVITY

1993-94	1994-95	1995-96	1996-97
Actual	Adopted	Requested	Proposed

Park Maintenance	459,902	467,724	467,095
Park Rangers	91,220	101,350	104,960
Equipment Maintenance	152,581	166,190	110,315
Cultural Services	0	3,523	5,080
Library Board	877,707	979,175	1,077,805
Library	130,869	5,750	9,710
Community Center Commissions	363,793	458,375	565,620
Cultural Activities	0	34,445	40,350
Social Services	91,029	104,055	122,400
Camp Hutchins	3,732,720	3,963,478	4,199,310
<b>Total Leisure, Cultural &amp; Social Services</b>	<b>3,732,720</b>	<b>3,963,478</b>	<b>4,181,635</b>
Community & Economic Development	0	8,250	7,745
Community Development Commissions	305,679	311,080	330,795
Current and Advanced Planning	414,445	457,480	445,460
Building and Safety	791,051	743,814	838,290
Engineering	66,020	175,890	404,790
<b>Economic Development</b>	<b>1,577,395</b>	<b>1,696,514</b>	<b>2,032,730</b>
<b>Total Community &amp; Economic Development</b>	<b>1,577,395</b>	<b>1,696,514</b>	<b>1,995,990</b>
General Government	702,277	74,150	78,180
City Council	258,792	259,720	265,800
City Manager	239,259	236,495	256,870
Legal Services	172,083	217,640	244,705
City Attorney	146,423	120,000	140,410
Records Administration	8,907	22,525	2,620
Election Administration	213,114	196,955	269,436
Personnel Services	170,945	111,655	112,440
Risk and Solid Waste Management	0	61,451	65,255
Information Systems	212,217	224,260	287,030
Finance Administration	310,367	321,820	339,950
Accounting Services	470,126	512,730	544,515
Revenue Services	305,715	301,395	296,955
Data Processing	238,008	250,615	245,225
Purchasing	363,291	343,785	312,975
Field Services	628,042	508,680	526,890
Building Maintenance	762,859	793,240	886,380
Equipment Maintenance & Motor Pool	467,155	277,673	286,695
Non-Departmental Services	285,395		
General Support			

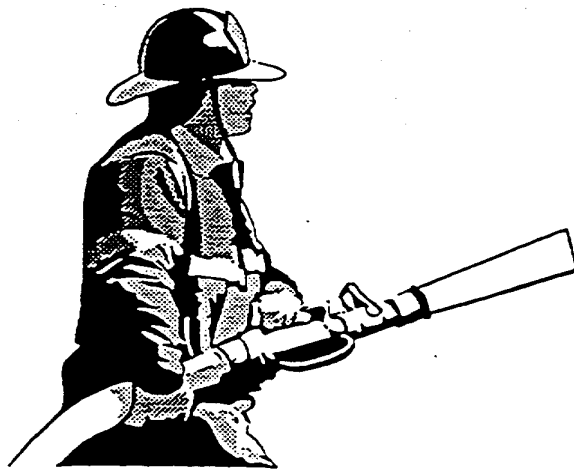
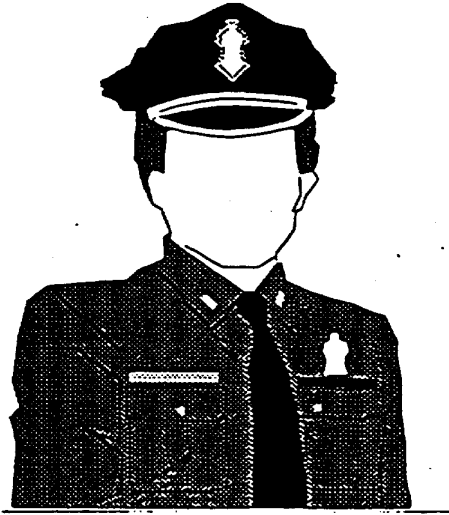
**1995-97 FINANCIAL PLAN AND BUDGET**

**OPERATING BUDGET BY ACTIVITY**

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
General Liability	176,156	585,690	410,225	410,225
Other Insurances	0	18,940	20,475	20,475
Benefits Administration	66,363	2,071,220	2,130,010	2,130,010
Workers Compensation	1,528,007	728,375	850,025	850,025
<b>Total General Government</b>	<b>5,280,099</b>	<b>7,510,639</b>	<b>7,723,041</b>	<b>7,685,634</b>
<b>TOTAL OPERATING BUDGET</b>	<b>34,963,619</b>	<b>39,075,020</b>	<b>40,589,586</b>	<b>40,272,639</b>

PUBLIC SAFETY

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## PUBLIC SAFETY

**ACTIVITY:** Police Administration  
**DEPARTMENT:** Police

**PROGRAM:** Police Protection  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

Police Administration is responsible for the general planning, direction and evaluation of all police activities. Activity goals include: 1) responsible, effective and efficient police services; 2) well-trained and highly-qualified police employees; 3) timely response to calls for public safety services; and, 4) citizen participation in public safety efforts. This activity has five major elements:

- \* **Police department leadership.** Develop, implement and maintain police department policies; prepare department budget; fiscal management and grant administration; statistical analysis; recruitment and screening of new police officers; plan ways to meet new demands for police services (55 percent of the activity).
- \* **Training.** Schedule and coordinate in-service and off-site mandated police training (5 percent of the activity).
- \* **Crime prevention and education.** Develop and coordinate public relations efforts to inform and educate citizens in self-protection and prevention of victimization (20 percent of the activity).
- \* **Personnel administration.** Coordinate and administer personnel policies and programs; advise and assist employees with personnel matters; maintain department personnel records; process personnel actions and payroll changes (20 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	348,666	389,285	389,115	389,115
Utilities and Communications	20,579	14,900	27,000	27,000
Supplies, Materials and Services	490,075	528,425	398,285	377,670
Minor Capital	7,161		4,000	4,000
Other Payments				

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Police Chief	1	1	1	1
Police Lieutenant	1	1	1	1
Department Secretary	1	1	1	1
Administrative Assistant	1	1	1	1
Community Service Officer	2	2	2	2
Total	6	6	6	6

## **PUBLIC SAFETY**

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**ACTIVITY:** Police Administration  
**DEPARTMENT:** Police

**PROGRAM:** Police Protection  
**FUND:** General Fund

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### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1995-97 Purchase laser jet printer (\$4,000)

### **1995-97 ACTIVITY OBJECTIVES**

- \* 1995-96 Expand Community Oriented Policing
- \* 1995-96: Revise Department Policy and Procedure Manual
- \* 1995-96: Expand Police Partners Program
- \* 1995-96: Coordinate legislation efforts
- \* 1995-96: Expand Police Reserve Officer program
- \* 1995-96 Implement mobile data terminals and lap top computers to enhance efficiency
- \* 1995-96 Initiate Street Crimes Unit
- \* 1995-96 Pursue State and Federal grant money
- \* 1995-96 Network with other City departments in crime prevention
- \* 1996-97 Expand Police Reserve Officer program
- \* 1996-97 Enhance police department radio system
- \* 1996-97 Pursue State and Federal grant money
- \* 1996-97 Continue to network with other City departments
- \* 1996-97 Update police department computer system
- \* 1996-97 Continue proactive approach to crime prevention

### **RELATED COST CENTERS**

Police Administration (10-103.01)  
Police "Partners" Volunteer Program (10-103.04)  
Crime Prevention Fair (10-103.10)  
Asset Forfeiture (23-103.01)  
Vehicle Theft (23.1-103.01)

## **PUBLIC SAFETY**

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**ACTIVITY:** Police Operations  
**DEPARTMENT:** Police

**PROGRAM:** Police Protection  
**FUND:** General Fund

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### **ACTIVITY DESCRIPTION**

The police operations activity maintains public order, apprehends law violators, incarcerates criminals, enforces traffic regulations, and operates and maintains the city's emergency communications and dispatching services. Activity goals are: 1) general public compliance with local, State and Federal laws; 2) timely response to calls for service; 3) safe and efficient traffic circulation; 4) freedom from crime for citizens and visitors to the City; and, 5) successful suppression of criminal conduct. This activity has six major elements:

- \* **General patrol.** Provide area patrols (vehicle, bicycle and foot patrols) for suppression and detection of criminal activity; provide general assistance to citizens and visitors to Lodi; respond to service calls; and, apprehend law violators (70 percent of the activity).
- \* **Traffic patrol.** Provide traffic patrols to enforce local and State traffic and vehicle regulations; issue citations; respond to traffic accidents; and, enforce local parking regulations (5 percent of the activity).
- \* **Extraordinary police response.** Respond to major disturbances and high risk incidents, arrests, and searches (3 percent of the activity).
- \* **Auxiliary police administration.** Manage, coordinate and mobilize volunteer officers based on the demand for service and staffing requirements (2 percent of the activity).
- \* **Communications.** Receive calls for public safety services (police, fire and ambulance); dispatch and coordinate the public safety response; and maintain records of communication activity (13 percent of the activity).
- \* **Jail services.** Receive, process, hold, care and feed prisoners booked into the Lodi jail (7 percent of the activity)

	1993-94	1994-95	1995-96	1996-97
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	3,746,424	4,155,470	4,352,895	4,445,825
Utilities and Communications				
Supplies, Materials and Services	8,878	4,300	21,040	22,870
Minor Capital	6,926	14,125		
Other Payments				
Total	3,762,228	4,173,895	4,373,935	4,468,695

## **PUBLIC SAFETY**

**ACTIVITY:** Police Operations  
**DEPARTMENT:** Police

**PROGRAM:** Police Protection  
**FUND:** General Fund

	1993-94	1994-95	1995-96	1996-97
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Police Captain	1	1	1	1
Police Lieutenant	4	4	4	4
Police Sergeant	6	6	7	7
Police Corporal	0	0	6	6
Police Officer	40	40	36	38
Dispatch Supervisor	0	1	0	0
Lead Dispatcher/Jailer	0	0	2	2
Dispatcher/Jailer	14	13	12	12
Community Service Officer	0	3	3	3
Police Clerk III	1	0	0	0
Total	66	68	71	73
Temporary Positions:				
Full-time equivalents	.37	0	0	0

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1995-97: Street Crime Unit (\$254,800)
- \* 1995-97: Purchase operations software (\$7,300)
- \* 1995-97: County Wide Bomb Squad (\$3,500)

### **1995-97 ACTIVITY OBJECTIVES**

- \* 1995-96 Implement community oriented policing
- \* 1995-96 Promote police-community partnership
- \* 1995-96 Focus on neighborhood and business districts crime prevention
- \* 1995-96 Develop comprehensive interventions for gangs, drugs and hate crimes
- \* 1995-96 Educate the citizens to social problems

### **RELATED COST CENTERS**

Police Operations (10-103.02)  
Auxiliary Police (10-104.01)

## **PUBLIC SAFETY**

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**ACTIVITY:** Police Investigations  
**DEPARTMENT:** Police

**PROGRAM:** Police Protection  
**FUND:** General Fund

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### **ACTIVITY DESCRIPTION**

The police investigations activity conducts investigations of felony crime; develops and maintains case records, reports and evidence; maintains records and reports on criminal activity and persons; and, crime suppression. Activity goals include: 1) early identification, suppression and/or arrest of felony crime and persons; 2) timely investigation of crimes and criminal activity; 3) successful prosecution of apprehended criminals; and, 4) freedom from crime and criminal activity for citizens and visitors to Lodi. This activity has seven major elements:

- \* **General investigations.** Conduct and coordinate investigations of felony and some misdemeanor crimes or criminal activity; develop case records and reports; obtain and secure evidence; conduct follow-up investigations as required; and make arrests (30 percent of the activity).
- \* **Narcotics investigations and suppression.** Coordinate and conduct investigations of violations of Federal and State illegal drug regulations; and, identify, suppress and arrest persons engaged in the illegal manufacture, transportation, distribution and/or use of controlled substances (20 percent of the activity).
- \* **Suppression of gang activities.** Identify and develop contacts with gang members; develop programs to promote responsible and constructive activity and citizenship by young people; and, respond to community concerns and issues regarding gang activity (20 percent of the activity).
- \* **Evidence administration.** Receive, catalog, organize and maintain evidence obtained during criminal investigations for prosecution of criminal offenses (5 percent of the activity).
- \* **Court liaison.** Coordinate and prepare documents, reports and evidence for courts (5 percent of the activity).
- \* **Recordkeeping.** Update and maintain case reports and arrest records; and provide information to other agencies and public as required (10 percent of the activity)
- \* **Crime Prevention.** Develop and coordinate public relations efforts to inform and educate citizens in crime prevention and prevention of victimization (10 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	1,614,492	1,553,895	1,366,880	1,366,900
Utilities and Communications				
Supplies, Materials and Services	2,007	2,000	7,000	10,700
Minor Capital			4,000	6,200
Other Payments				
Total	1,616,499	1,555,895	1,377,880	1,383,800



## **PUBLIC SAFETY**

**ACTIVITY:** Police Investigations  
**DEPARTMENT:** Police

**PROGRAM:** Police Protection  
**FUND:** General Fund

	1993-94	1994-95	1995-96	1996-97
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Police Captain	1	1	1	1
Police Lieutenant	1	1	1	1
Police Sergeant	1	1	1	1
Police Officer (Detective)	14	14	14	14
Service Division Supervisor	1	1	0	0
Community Service Officer	5	2	2	2
Police Records Clerk	7	8	8	8

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1995-97 Purchase evidence freezer (\$4,000)
- \* 1995-97 Purchase fax machine (\$3,700)
- \* 1995-97 Purchase copy machine (\$6,200)

### **1995-97 ACTIVITY OBJECTIVES**

- \* 1995-96 Support to Operations Division by conducting complex and/or long term investigations
- \* 1995-96 Expand the use of citizen volunteers
- \* 1995-96 Work closely with schools and community organizations to reduce gang influence
- \* 1995-96 Assess community concerns and priorities regarding criminal activity
- \* 1995-96 Analyze functions and responsibilities to streamline services

### **RELATED COST CENTERS**

Police Investigations (10-103.03)  
Drug Suppression Grant (10-103.05)  
Drug Suppression - City Match (10-103.06) eliminated in 1994/95 FY  
CRACNET (10-103.07)  
CRACNET - City Match (10-103.08)  
Special Investigations (10-105.01)

## **PUBLIC SAFETY**

**ACTIVITY:** Animal Shelter  
**DEPARTMENT:** Police

**PROGRAM:** Police Protection  
**FUND:** General Fund

### **ACTIVITY DESCRIPTION**

The Animal Shelter activity is responsible for controlling dogs and cats; impounding of loose, stray or unwanted animals; disposal of dead animals found on City streets; and recording and reporting animal bites and suspected cases of rabies. Activity goals include: 1) responsible control of dogs and cats by owners; 2), enforcement of City's animal control ordinances; and, 3) timely response to calls for assistance. This activity has two major elements:

- **Animal control.** Enforcement of City's animal control ordinances; and removal of dead animals found on City streets (75 percent of the activity).
- **Animal shelter.** Collecting, returning and disposing of lost and stray animals found on City streets and parks (25 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	76,424	80,985	78,445	78,445
Utilities and Communications	1,563	1,340	1,585	1,585
Supplies, Materials and Services	9,462	10,840	7,000	6,850
Minor Capital				
Other Payments				
Total	87,449	93,165	87,030	86,880

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Animal Control Officer	1	1	1	1
Assistant Animal Control Officer	1	1	1	1
Total	2	2	2	2
Temporary Positions:				
Full-time equivalents	0	0	0	0

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

### **1995-97 ACTIVITY OBJECTIVES**

None

### **RELATED COST CENTERS**

Animal Shelter (10-101.01)

## **PUBLIC SAFETY**

**ACTIVITY:** Administration/Emergency Response  
**DEPARTMENT:** Fire

**PROGRAM:** Fire Safety  
**FUND:** General Fund

### **ACTIVITY DESCRIPTION**

The fire administration activity plans, directs and evaluates all fire department programs and their activities; and, protects life and property by responding to medical emergencies, fires, hazardous material incidents, and other emergencies. Activity goals are: 1) responsive, effective and efficient fire department programs; 2) maintaining long-term facility and fire service plans; 3) timely response to calls for fire services; 4) no loss of life from reported emergencies; and, 5) minimal property damage from reported emergencies. This activity has eight major elements:

- \* **Advance planning.** Anticipate community needs for fire services and scheduling required changes in facilities, equipment and staffing; prepare drawings of buildings; and, identify special hazards within or near the City (5 percent of the activity).
- \* **Personnel administration.** Recognizing and rewarding good performance; interpreting personnel policies; providing advice on personnel matters; documenting personnel actions; developing internal policies and procedures (10 percent of the activity).
- \* **Financial administration.** Prepare and monitor the fire department budget; authorize payment to vendors, prepare purchase requests; ensure adherence with purchasing regulations (5 percent of the activity).
- \* **Medical emergency response.** Provide victims of acute trauma and illness with basic life support from certified personnel (57 percent of the activity).
- \* **Fire emergency response.** Answer fire emergency calls and suppress fires (13 percent of the activity).
- \* **Hazardous material emergency response.** Contain and mitigate hazardous materials spills (2 percent of the activity).
- \* **Rescue.** Free trapped victims in wrecked vehicles, caved-in trenches, collapsed buildings and other confined spaces (1 percent of the activity).
- \* **Equipment maintenance.** Maintain, test and inspect equipment, apparatus, hoses, tools and vehicles essential to providing fire safety services (7 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	2,814,467	2,655,490	2,734,660	2,734,660
Utilities and Communications	24,937	19,255	27,845	27,845
Supplies, Materials and Services	260,359	232,730	271,270	190,125
Minor Capital	1,468	42,750	6,000	6,000
<b>Total</b>	<b>3,101,731</b>	<b>2,951,010</b>	<b>3,040,560</b>	<b>2,959,415</b>

## PUBLIC SAFETY

**ACTIVITY:** Administration/Emergency Response  
**DEPARTMENT:** Fire

**PROGRAM:** Fire Safety  
**FUND:** General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Fire Chief	1	1	1	1
Administrative Officer	1	1	0	0
Fire Division Chief	0	0	1	1
Fire Battalion Chief	2	1	1	1
Fire Captain	9	9	9	9
Firefighter/Engineer	30	30	30	30
Department Secretary	0	0	1	1
Total	43	42	43	43
Temporary Positions:				
Full-time equivalents	0	.5	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-96: Department Secretary (\$26,400)
- \* 1995-96: Department team building (\$15,000)
- \* 1995-96: Decontamination Centers (\$7,500)
- \* 1995-96: Day room furniture (\$6,000)

### 1995-97 ACTIVITY OBJECTIVES

- \* 1995-96: Evaluate services to identify savings and efficiencies
- \* 1995-96: Correct deficiencies in the communication, information system network
- \* 1995-96: Conduct fire station location study
- \* 1995-96: Conduct department wide team building sessions
- \* 1996-97: Develop architectural drawings for new fire station

### RELATED COST CENTERS

Fire Administration (10-201.01)

## **PUBLIC SAFETY**

**ACTIVITY:** Fire Prevention  
**DEPARTMENT:** Fire

**PROGRAM:** Fire Safety  
**FUND:** General Fund

### **ACTIVITY DESCRIPTION**

The fire prevention activity administers and enforces fire and life safety codes; determines the cause of fires; and, investigates and prosecutes arson caused fires. Activity goals include: 1) elimination of fire hazards from buildings, equipment and properties; 2) safe handling and containment of hazardous material; and, 3) broad public awareness about the dangers of fire and hazardous material. This activity has four major elements:

- **Fire hazard inspection and abatement.** Periodically inspects commercial, government and industrial sites for fire hazards and responds to citizen complaints about fire hazards (75 percent of the activity).
- **Fire and arson investigation.** Investigating all reported fires to determine causes and possible prevention measures (5 percent of the activity).
- **Building plan review.** Reviews development projects and building plans for conformance with fire safety codes (15 percent of the activity).
- **Public education.** Presents fire safety education classes in schools, hospitals and convalescent homes (5 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	181,161	182,115	193,990	241,895
Utilities and Communications	4,137	5,015	5,015	5,015
Supplies, Materials and Services	10,475	15,290	14,240	13,040
Minor Capital				
Other Payments				
Total	195,773	202,420	213,245	259,950

	1993-94	1994-95	1995-96	1996-97
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Administrative Officer	1	1	0	0
Fire Division Chief	0	0	1	1
Administrative Clerk III	1	1	1	1
Total				
Temporary Positions:				
Full-time equivalents	0	0	0	0

## **PUBLIC SAFETY**

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**ACTIVITY:** Fire Prevention  
**DEPARTMENT:** Fire

**PROGRAM:** Fire Safety  
**FUND:** General Fund

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### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1996-97: Fire Inspector (\$49,905)

### **1995-97 ACTIVITY OBJECTIVES**

- \* 1995-97: Reorganize the fire prevention bureau to meet demand for service
- \* 1995-97: Conduct required inspections
- \* 1995-97: Deter increasing arson fires

### **RELATED COST CENTERS**

Fire Prevention (10-201.03)

## PUBLIC SAFETY

**ACTIVITY:** Training  
**DEPARTMENT:** Fire

**PROGRAM:** Fire Safety  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The training activity develops, manages, schedules and coordinates fire department training. The activity goal is to have well-trained and knowledgeable fire employees. This activity has four major elements:

- \* **In-service training.** Conducts and/or coordinates drills, tests, joint training exercises and classroom training; introduce new methods; maintain skills and technical knowledge; and, maintain drivers licenses (85 percent of the activity).
- \* **Off-site training.** Schedules and coordinates conferences, workshops and certification classes (5 percent of the activity).
- \* **Promotional testing.** Designs and administers tests for evaluating probationary firefighters; and, assists in the preparation and administration of entry level and promotional examinations (5 percent of the activity).
- \* **Pre-fire planning.** Establishes criteria and standards for pre-fire planning, reviews documents for compliance with standards. Schedules and coordinates suppression personnel in achieving pre-fire planning goals (5 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing		81,715	79,170	79,170
Utilities and Communications			160	160
Supplies, Materials and Services	992	12,850	16,220	16,220
Minor Capital				
Other Payments				
Total	992	94,565	95,550	95,550

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Fire Administrative Officer	1	1	0	0
Fire Division Chief	0	0	1	1
Total	1	1	1	1
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### 1995-97 ACTIVITY OBJECTIVES

- \* 1995-97 Establish skills maintenance program

### RELATED COST CENTERS

Training (10.0-201.05)  
Weed Abatement (10-201.02)

## PUBLIC SAFETY

ACTIVITY: Special Services  
DEPARTMENT: Fire

PROGRAM: Fire Safety  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Special Services activity administers specialized programs and research projects. The goals of this activity are to ensure fire department personnel are well-trained and equipped to provide medical, hazardous material and special rescue services. This activity has five major elements:

- **Emergency medical services.** Administers and manages the emergency medical system first responder training, infection control and bloodborne pathogen program; purchase and maintenance of emergency medical equipment and supplies; and, develops and implements emergency medical service practices used by personnel (15 percent of the activity).
- **Hazardous material services.** Administers and manages first responder hazardous material training; coordinates and supervises hazardous material response team; coordinates City's hazardous material storage and use; and coordinates City's hazardous material emergency response with County and other regional agencies (40 percent of the activity).
- **Special rescue services.** Administers and manages confined space rescue training; and, develops other special rescue procedures as required (heavy rescue, urban search and water rescue) (25 percent of the activity).
- **Fire rescue training.** Administers and manages the six week training academy; quarterly evaluation, six month testing and final testing and evaluation of probationary employees (10 percent of the activity).
- **Special studies.** Conducts special studies as required (10 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing		96,360	130,445	130,445
Utilities and Communications		480	805	805
Supplies, Materials and Services		15,595	20,955	19,655
Minor Capital		9,900		
Other Payments				
Total		122,335	152,205	150,905

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Fire Battalion Chief	0	1	1	1
Total	0	1	1	1
Temporary Positions:				
Full-time equivalents	0	0	0	0



## **PUBLIC SAFETY**

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**ACTIVITY:** Special Services  
**DEPARTMENT:** Fire

**PROGRAM:** Fire Safety  
**FUND:** General Fund

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### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

### **1995-97 ACTIVITY OBJECTIVES**

- \* 1995-96: Provide in-house certification for EMT
- \* 1995-96: Complete hazardous materials response program
- \* 1995-96: Establish a confined space rescue program

### **RELATED COST CENTERS**

Special Services (10.0-201.06)  
Fire Hazardous Materials Operation (10-201.04)

## **PUBLIC SAFETY**

**ACTIVITY:** Graffiti Abatement  
**DEPARTMENT:** Public Works

**PROGRAM:** Other Safety Services  
**FUND:** General Fund

### **ACTIVITY DESCRIPTION**

The graffiti abatement activity removes graffiti from public and private facilities which can be seen from the public right of way or from areas where the public has the right to be. Activity goals are: 1) to maintain property values; 2) to suppress gang activities; and 3) to ensure an attractive and safe community. This activity has three major elements:

- **Education and promotion.** Educate public to services provided by City to remove gang related graffiti from buildings, fences, and other structures; and promote citizen participation in the early reporting of gang graffiti (5 percent of the activity).
- **Obtaining releases.** Identify and contact property owners of buildings, fences and other structures to obtain release for City to remove graffiti (20 percent of activity).
- **Graffiti removal.** Inspect highly vandalized areas on a daily basis; report to police; and, remove graffiti within 24 hours (75 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	10,179	13,800	12,825	12,825
Utilities and Communications				
Supplies, Materials and Services	3,121	2,100	2,100	2,100
Minor Capital	1,718			
Other Payments				
Total	15,018	15,900	14,925	14,925

	1993-94	1994-95	1995-96	1996-97
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
None	0	0	0	0
Total	0	0	0	0
Temporary Positions:				
Full-time equivalents	.7	.7	.7	.7

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

### **1995-97 ACTIVITY OBJECTIVES**

None

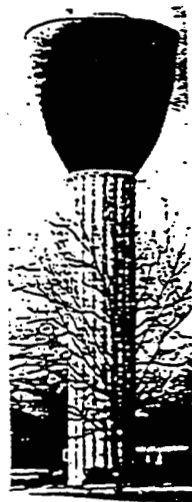
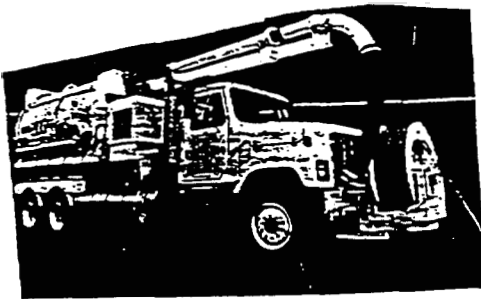
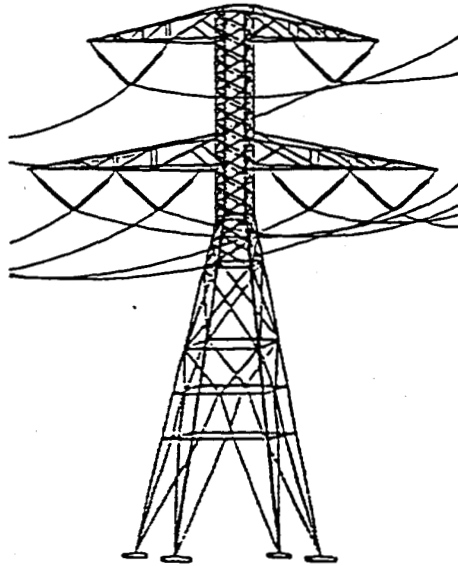
### **RELATED COST CENTERS**

Graffiti Abatement (10-504.02)

## PUBLIC UTILITIES

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## **PUBLIC UTILITIES**

**ACTIVITY:** Water Utility Service  
**DEPARTMENT:** Public Works

**PROGRAM:** Water Service  
**FUND:** Water Fund

### **ACTIVITY DESCRIPTION**

The water utility service activity provides potable water to approximately 23,000 residential, commercial and industrial customers; and, provides water for adequate fire flows and pressures to fire hydrants, private fire suppression systems and private on site hydrants. Activity goals are: 1) provide a reliable supply of safe drinking water; 2) ensure prudent and responsible water use; and, 3) provide well maintained pumping, distribution and treatment facilities and equipment. This activity has five major elements:

- \* **Administration.** Provides overall direction, supervision and planning for the water utility activity; prepares studies and reports on water utility service operations and facilities; reviews and researches Federal and State water regulations and legislation, grants, and treatment concepts; represents City on water related issues; and, coordinates and provides liaison with other utilities, public agencies and private firms (15 percent of the activity).
- \* **Water conservation.** Plans, promotes and enforces the City's Water Conservation Program; responds to complaints; distributes water conservation material; and, develops and presents water conservation programs in schools (5 percent of the activity).
- \* **Water production.** Operates, repairs and maintains the City's water production system (25 wells and related equipment); production of 4 1/2 billion gallons of water; and ensures compliance with Federal and State safe drinking water standards (55 percent of the activity).
- \* **Water distribution.** Operates, repairs and maintains 198 miles of water mains, 23,000 customer service lines, 3,500 water valves, 1,675 fire hydrants, and 900 meters; monitors water for physical, chemical and bacteriological characteristics; and, administers cross connection control program (25 percent of the activity).
- \* **Work for others/capital improvement.** Constructs water main connections for new subdivisions/developments; installs fire service lines, hydrants and large water services; upgrades existing water systems including mains, fire hydrants and well piping; and installs underground and above ground piping, conduits and related appurtenances at new well sites.

	1993-94	1994-95	1995-96	1996-97
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	618,717	493,229	505,725	501,295
Utilities and Communications	529,627	466,255	610,355	610,765
Supplies, Materials and Services	300,943	396,795	394,645	277,220
Work for Others		98,750	148,465	148,465
Minor Capital	2,078	1,000	8,900	1,925
Other Payments	758,629	549,780	572,100	572,050
Total	2,209,995	2,005,809	2,240,190	2,111,720

## **PUBLIC UTILITIES**

**ACTIVITY:** Water Utility Service  
**DEPARTMENT:** Public Works

**PROGRAM:** Water Service  
**FUND:** Water Fund

	1993-94	1994-95	1995-96	1996-97
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Water/Wastewater Superintendent	.5	.5	.5	.5
Assist Water/Wastewater Superintendent	.8	.8	.6	.5
Administrative Clerk	.5	.5		
Water/Wastewater Supervisor	1.6	1.6	1.65	1.65
Plant & Equipment Mechanic	1.475	1.475	1.55	1.55
Laboratory Services Supervisor	.35	.35	.35	.35
Water/Wastewater Inspector	.8	.8	.80	.80
Laboratory Technician II	.2	.2	.20	.20
Maintenance Worker III & II	4.7	4.7	5.60	5.60
Total	10.925	10.925	11.25	11.15
Temporary Positions:				
Full-time equivalents	3.05	2.05	3.05	3.05

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

### **1995-97 ACTIVITY OBJECTIVES**

- \* 1995-96: Develop new bacteriological sampling stations
- \* 1995-96: Update water ordinance
- \* 1995-96: Evaluate low flow retrofit program
- \* 1995-96: Develop standing groundwater graph

### **RELATED COST CENTERS**

Damage to City Property (18-015.02)  
Water Administration (18-451.01)  
Water Production (18-453.01)  
Water Distribution (18-454.01)  
In-lieu tax transfers (added to 600 series)  
TCE/PCE Monitoring (18.0-453.03)

Water Loan - Interest and Fees (18-060.01)  
Water Conservation (18-451.03)  
DBCP Monitoring (18-453.02)  
Fire Hydrants (18-455.01)  
Work for Others is salary (400 series)

## PUBLIC UTILITIES

**ACTIVITY:** Wastewater Maintenance  
**DEPARTMENT:** Public Works

**PROGRAM:** Wastewater Services  
**FUND:** Sewer Fund

### ACTIVITY DESCRIPTION

The wastewater maintenance activity includes the administration and management of the Wastewater Utility; operation of water pollution control programs and facilities; and conveying wastewater to treatment facilities. Activity goals are: 1) efficient wastewater operations; 2) uninterrupted flow from source to treatment facilities without health hazard; 3) safe and efficient treatment of wastewater that meets all Federal and State standards; 4) 100% land disposal for treatment effluent; and, 5) compliance with State and Federal discharge requirements. This activity has six major elements:

- \* **Wastewater administration.** Directs, supervises, and plans operation of the wastewater utility; prepares studies and reports; reviews and researches State and Federal regulations and legislation on wastewater operations; represents the City with other agencies and committees on matters regarding wastewater operations; coordinates liaison with other agencies, utilities, and private firms; establishes sewer connection fees (35 percent of the activity).
- \* **Domestic collection system.** Operates, repairs and maintains 165 miles of domestic collection systems (wastewater mains, 3,650 manholes, 7 domestic pumping stations, and 23,000 service laterals); responds to customer complaints; performs systematic rodding, hydrocleaning, and TVing wastewater mains and storm drain lines (10 percent of the activity).
- \* **Industrial collection system.** Operates, repairs and maintains 10 miles of 30 inch outfall line, 2 miles of collection facilities, one industrial wastewater lift station and five service connections (5 percent of the activity).
- \* **Work for others/Capital Improvements.** Construct, replace or restore deteriorated wastewater mains and manholes; construct new manholes to ease maintenance requirements; and, perform minor capital improvement projects at White Slough; and TVing of newly installed wastewater and storm facilities (0 percent of the activity).
- \* **Plant.** Operation and maintenance of a facility which operates 7 days per week 16 hours per day and treats an average domestic flow of 2.1 billion gallons and industrial flow of 260 million gallons per year; disposal of recycled biosolids in accordance with discharge permit; training of personnel; and providing efficient wastewater service (48 percent of the activity).
- \* **Laboratory.** Analyzing untreated and treated wastewater; determining chemical, physical and bacteriological characteristics of untreated and treated wastewater; evaluating treatment effectiveness; analyzing City drinking water to determine physical, chemical and bacteriological characteristics; administering and enforcing pretreatment and the cross connection control programs (2 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	1,074,949	1,092,900	1,086,720	1,083,020
Utilities and Communications	332,540	304,605	314,350	314,390
Supplies, Materials and Services	361,189	357,185	318,805	282,230
Work for Others		52,575	105,800	105,800
Minor Capital	13,289		11,070	7,500
Total	2,196,243	2,460,015	2,567,025	2,523,220

## PUBLIC UTILITIES

ACTIVITY: Wastewater Maintenance  
DEPARTMENT: Public Works

PROGRAM: Wastewater Service  
FUND: Sewer Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Water/Wastewater Superintendent	.5	.5	.5	.5
Assist Water/Wastewater Superintendent	.2	.2	.4	.5
Administrative Clerk	.5	.5		
Water/Wastewater Supervisor	1.4	1.4	1.35	1.35
Plant & Equipment Mechanic	2.525	2.525	2.45	2.45
Maintenance Worker III & II	7.3	7.3	6.4	6.4
Assist Wastewater Treatment Superintendent	1	1	1	1
Chief Wastewater Plant Operator	1	1	1	1
Laboratory Services Supervisor	.65	.65	.65	.65
Laboratory Technician II	1.8	1.8	1.8	1.8
Water/Wastewater Inspector	1.2	1.2	1.2	1.2
Wastewater Plant Operator	6	6	6	6
Total	24.075	24.075	22.75	22.85
Temporary Positions:				
Full-time equivalents	.50	.75	1.13	.88

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### 1995-97 ACTIVITY OBJECTIVES

- \* 1995-96: Reevaluate collection system preventive maintenance program
- \* 1995-96: Reevaluate H2SO4 problem in trunk and outfall sewer lines
- \* 1995-96: Evaluate sewer plant staffing schedule
- \* 1995-96: Evaluate utilization of #1 sludge lagoon
- \* 1995-96: Evaluate upgrading septic tank disposal site

### RELATED COST CENTERS

Damage to Property (17-015.02)  
Sewer Administration (17-401.01)  
Sanitary System Maintenance (17-404.01)  
In-lieu tax transfers (add to 600 series)

Bond Debt Interest (17-030.01)  
Industrial System Maintenance (17-404.02)  
Plant Maintenance (17-403.01)

## **PUBLIC UTILITIES**

**ACTIVITY:** Electric Service Operations  
**DEPARTMENT:** Electric Utility

**PROGRAM:** Electric Services  
**FUND:** Electric Fund

### **ACTIVITY DESCRIPTION**

This activity provides electrical energy within the city limits for industrial, commercial, residential and municipal customers. The operation and maintenance activities of the electric utility distribute electric power to city customers; maintain street lights on a reimbursable basis; and, provide other reimbursable support services, electrical service support to the water/wastewater utility and general government activities. The goals of the activity are: 1) to provide reliable, high quality electric service at all times and at the lowest possible cost to the consumer; 2) promote efficient utilization of energy; 3) plan and construct facilities to serve existing and projected loads; 4) maintain the system in a safe and economic condition; and, 5) operate the electric system in the most efficient manner possible. This activity has 3 major elements:

#### **\* Electric Power Production**

- **Purchased power.** Includes the cost of power purchased for resale and includes net settlements for exchange of electricity or power (economy energy, off-peak energy, spinning reserve capacity, etc.) and includes net settlements for transactions under pooling or interconnection agreements

#### **\* Electric Operation and Maintenance**

- **Transmission.** Includes cost of load dispatching, station expenses, overhead line expenses, underground line expenses, transmission of electricity; and maintenance of structures, equipment, overhead lines, underground lines and transmission plant.
- **Distribution.** Includes cost of load dispatching, line and station expenses; overhead lines; underground lines meters, customer installations, and other distribution expenses; and, maintenance of structures, equipment, overhead lines, underground lines, transformers, meters and other plant and equipment maintenance.
- **Administration.** Includes the cost of managing and directing the electric utility service to include insurance, in-lieu taxes, advertising and liaison to other agencies.

#### **\* General Support Services**

- **Maintenance of street lights.** Includes cost of replacing lamps, incidental cleaning of glassware and fixtures, routine patrolling for lamp outages, extraneous nuisances or encroachments, testing lines and equipment including voltage and current measurement, street lamp renewals and tool expenses.
- **Electrical support to water/wastewater utility.** Includes cost of maintaining electrical systems associated with the City's water and wastewater operations.

	1993-94	1994-95	1995-96	1996-97
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	1,961,132	2,155,045	2,131,025	2,126,965
Utilities and Communications	30,648	344,125	382,125	382,125
Supplies, Materials and Services	568,092	762,510	654,845	675,120
Minor Capital	124,234	130,175	202,925	161,575
Other Payments	3,482,019	4,412,805	4,411,980	4,412,165
Sub-Total	6,166,127	7,804,660	7,782,900	7,757,950
Purchased Power	26,559,666	26,709,000	28,393,500	28,744,500
Total	32,725,793	34,513,660	36,176,400	36,502,450



## **PUBLIC UTILITIES**

**ACTIVITY:** Electric Services  
**DEPARTMENT:** Electric Utility

**PROGRAM:** Electric Services  
**FUND:** Electric Fund

	1993-94	1994-95	1995-96	1996-97
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Director	1	1	1	1
Assistant Director	1	1	1	1
Manager of Rates and Resources	1	1	1	1
Senior Rate Analyst	1	1	1	1
Rate Analyst	1	1	1	1
Electrical Engineer	2	1	1	1
Drafting Technician	1	1	1	1
Estimator	3	3	3	3
Superintendent	1	1	1	1
Operations Supervisor	1	1	1	1
System Supervisor	1	1	1	1
Lineman/Technicians/Operators/ Foreman/Mechanics/Others	25	24	24	24
Department Secretary	1	1	1	1
Total	40	38	38	38
Temporary Positions:				
Full-time equivalents	1.44	0	0	0

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

### **1995-97 ACTIVITY OBJECTIVES**

None

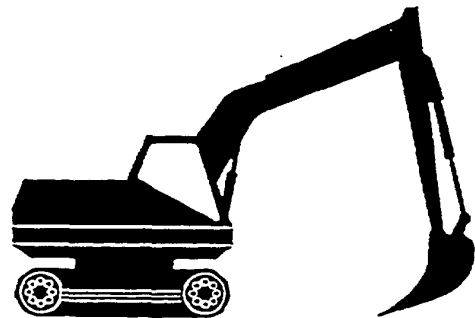
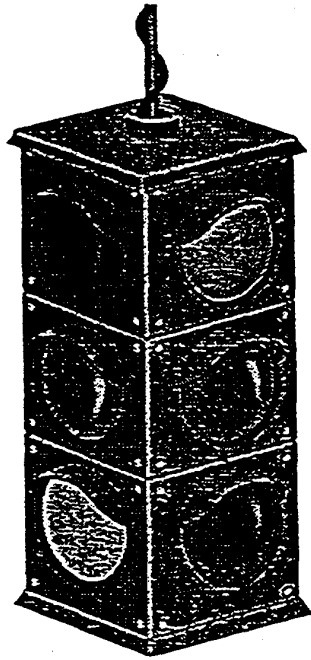
### **RELATED COST CENTERS**

Administration (16-601.01)  
Engineering (16-601.12)  
Electrical Miscellaneous (16-602.40)  
Street Light Maintenance (16-603.03)  
Hazardous Material Handling (16-604.09)  
System Maintenance - Underground (16-604.11)  
System Operation (16-604.13)  
Damage to City Property (16-015.02)  
Unidentified Returned Materials (16-096.01)  
In-Lieu Taxes (16-604.15)

Conservation (16-601.03)  
Customer Service Maintenance (16-602.02)  
Dawn to Dusk Lighting (16-603.02)  
Bulk Power Purchase (16-604.02)  
System Maintenance - Overhead (16-604.10)  
Substation Maintenance (16-604.12)  
Tree Trimming (16-604.14)  
Overhead (16-022.02)  
Electric Miscellaneous (16-602.41)

## TRANSPORTATION

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## TRANSPORTATION

ACTIVITY: Street Maintenance  
DEPARTMENT: Public Works

PROGRAM: Streets and Flood Control  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Street Maintenance activity includes the administration and management support for the Streets Division and provides street and alley maintenance; curb, gutter and sidewalk maintenance; and traffic control maintenance. Activity goals are: 1) safe and smooth streets and sidewalks; 2) safe and efficient traffic circulation; and, 3) efficient and effective street services. This activity has four major elements:

**Streets Administration.** Providing the overall direction, supervision and planning for the Streets Division; preparing reports and studies; coordinating, interacting, providing liaison with utilities, public agencies and private firms; providing equipment maintenance and safety equipment; overseeing contracts; and promoting public relations (15 percent of activity).

**Street Maintenance.** Maintaining 167 miles of street and 16 miles of alleys which includes patching and sealing as needed, subdivision oil treatment, repaving utility trenches and pavement cuts, and overlaying approximately 312,000 square feet of streets annually, as well as contracting for annual slurry sealing of approximately 1,000,000 square feet of streets (60 percent of activity).

**Curb, Gutter & Sidewalk Maintenance.** Removing, replacing and repairing curb, gutter, sidewalk, handicap ramps, and alley approaches; and patching existing sidewalks (5 percent of activity).

**Traffic Control Maintenance.** Maintaining 4,750 street names, warning, regulatory and guide signs; painting 9.6 miles of curbs, pavement legends, crosswalks, railroad crossings, and parking stalls; installing new signs and pavement markings maintaining 46 signalized intersections and one flashing beacon intersection (20 percent of activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	703,208	773,045	832,390	825,390
Utilities and Communications	427,033	147,695	147,695	147,695
Supplies, Materials and Services	428,098	444,350	245,520	245,520
Work for Others		436,310	525,845	469,340
Minor Capital	108,160	96,400	105,400	107,100
Other Payments				

## TRANSPORTATION

**ACTIVITY:** Street Maintenance  
**DEPARTMENT:** Public Works

**PROGRAM:** Streets and Flood Control  
**FUND:** General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Street Superintendent	1	1	1	1
Supervising Administrative Clerk	1	1	1	1
Administrative Clerk	0	0	1	1
Street Supervisor	2	2	2	2
Maintenance Worker III	5	5	5	5
Maintenance Worker II	9	9	9	9
Total	18	18	19	19
Temporary Positions:				
Full-time equivalents	.95	.95	.95	.95

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-96 Street Grinding (\$15,000)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-96: Develop public works hazardous materials training program
- \* 1995-96: Update encroachment ordinance
- \* 1996-97: Develop computerized inventory and record keeping system
- \* 1996-97: Evaluate sidewalk grinding program

### RELATED COST CENTERS

Street Administration (10-501.01)  
Work for Others (10.0-501.02)  
Street Maintenance (10-503.01)  
Alley Maintenance (10-503.04)  
Sidewalk, Curb and Gutter Maintenance (10-503.05)  
Traffic Control Maintenance (10-503.08)  
Street Light Maintenance (10-503.10)

## TRANSPORTATION

ACTIVITY: Street Trees  
DEPARTMENT: Public Works

PROGRAM: Streets and Flood Control  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Street Tree activity is responsible for tree maintenance. This activity has one major element:

- \* Tree Maintenance. Pruning, trimming, restaking, and root surgery on the City's 5,140 trees (consisting of 56 different species) in parkways, tree wells, public building grounds and public parking lots; removing dead and diseased trees; and responding during emergencies to downed private trees to clear power lines, streets, and rights of way (100 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	138,247			
Utilities and Communications				
Supplies, Materials and Services	6,710	20,000	120,000	120,000
Minor Capital	8,619			
Other Payments				
Total	153,576	20,000	120,000	120,000

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Street Supervisor	.6			
Senior Tree Trimmer	1			
Tree Trimmer	2			
Total	3.6	0	0	0
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-96 Tree maintenance program (\$100,000)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-96: Reestablish tree planting and maintenance program
- \* 1996-97: Develop computerized tree inventory/record keeping/work order system

### RELATED COST CENTERS

Tree Maintenance (10-503.06)

## TRANSPORTATION

**ACTIVITY:** Street Cleaning  
**DEPARTMENT:** Public Works

**PROGRAM:** Streets and Flood Control  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Street Cleaning activity provides for sweeping of City streets, alleys, and parking lots, removal of leaves during leaf season, weed abatement, and landscape maintenance of Public Works facilities. The activity goals are: 1) to ensure streets are clean and free of debris; and, 2) landscaped areas are well maintained. This activity has four major elements:

**Street Sweeping.** Sweeping approximately 322 miles of street curbs, 16 miles of alleys, and 19 public parking lots on the following schedule: downtown area 3 times a week, arterials once every two weeks, all other streets once a month, alleys and parking lots bimonthly or as needed, and State Highway on-ramps at Kettleman Lane and Turner Road biannually per agreement with Caltrans (40 percent of the activity).

**Leaf Removal.** Removing approximately 7,000 cubic yards of leaves placed in the street right of way during leaf season, November through January, on a 10-day frequency (30 percent of the activity).

**Landscape Maintenance.** Providing landscape maintenance of Public Works facilities and providing repair and maintenance of sprinkler systems (20 percent of the activity).

**Weed Abatement.** Spraying weeds with herbicide and removing weeds and other debris along street shoulders, alleys and within 2.6 miles of street medians (10 percent of the activity)

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	163,573	126,950	132,280	132,280
Utilities and Communications				
Supplies, Materials and Services	26,119	24,275	26,110	26,110
Work for Others				
Minor Capital	309	500	1,350	1,000
Other Payments				
Total	190,001	151,725	159,740	159,390

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Street Supervisor	1	1	1	1
Street Sweeper Operator	1	1	1	1
Maintenance Worker II	1	1	1	1
Total	3	3	3	3
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

\* 1995-96: Evaluate savings in reduced sweeping schedule

### RELATED COST CENTERS

Street Cleaning (10-503.07)

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## TRANSPORTATION

**ACTIVITY:** Parking Lot Maintenance  
**DEPARTMENT:** Public Works

**PROGRAM:** Streets and Flood Control  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Parking Lot Maintenance activity is responsible for maintenance of the City's 19 public parking lots. The activity goal is to provide adequate and safe parking for visitors, customers and employees. This activity's major element is:

- **Maintenance.** Sweeping and removing trash, patching and resurfacing pavement, repainting pavement markings, maintaining signs and landscaped areas within the parking lots (100 percent of activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	3,124			
Utilities and Communications				
Supplies, Materials and Services	5,428	5,350	7,155	7,155
Minor Capital				
Other Payments				
Total	8,552	5,350	7,155	7,155

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Maintenance Worker	1	0	0	0
Total	1	0	0	0
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

None

### RELATED COST CENTERS

Parking Lot Maintenance (10-504.01)

## TRANSPORTATION

**ACTIVITY:** Storm Drains  
**DEPARTMENT:** Public Works

**PROGRAM:** Streets and Flood Control  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Storm Drains activity is responsible for maintaining the City's storm drain system, coordinating emergency response during storms, and meeting the requirements of the Storm Water Discharge Agreement with Woodbridge Irrigation District. Activity goals are: 1) to ensure a well designed and maintained storm drainage system; 2) minimum property damage; and, 3) to keep pumping stations and retention basins operating at full capacity. This activity has three major elements:

**Storm Drain Facility Maintenance.** Cleaning and maintaining 102 miles of storm drains, 2,799 catch basins, 1,515 manholes, 14 pumping stations, 45 pumps and motors (5 hp to 50 hp) and 8 retention basins (90 percent of activity).

**Storm Emergency Response.** Clearing debris and other obstructions from catch basins and pumping stations, checking retention basins, and signing flooded areas (5 percent of activity).

**Administration of Discharge Agreement.** Meeting all requirements of the Discharge Agreement and paying fees for discharge of storm water from Beckman and Shady Acres Pumping Stations (5 percent of activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	87,821	82,480	84,210	84,210
Utilities and Communications	19,238	20,150	20,450	20,450
Supplies, Materials and Services	25,633	12,750	27,450	27,450
Work for Others		21,630	21,300	21,300
Minor Capital		3,705	4,985	4,000
Other Payments	19,584	38,500	53,300	55,115
Total	152,276	179,215	211,695	212,525

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Maintenance Worker III	1	1	1	1
Maintenance Worker	1	1	1	1
Total	2	2	2	2
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

\* 1995-96 Evaluate impact of National Storm Water Pollution Act

### RELATED COST CENTERS

Storm System Maintenance (10-503.09)



## TRANSPORTATION

ACTIVITY: Transit  
DEPARTMENT: Administration

PROGRAM: Transit  
FUND: Transit Fund

### ACTIVITY DESCRIPTION

The transit activity provides a daily fixed route bus system and a door-to-door service for the general public within the City limits. Activity goals are: 1) quality transportation for transit dependent persons; 2) convenient transportation to all persons; and, 3) to reduce traffic congestion and air pollution. This activity has four major elements:

- **Bus operations.** Operation and maintenance of a fixed route bus system. Schedule and routes to be established (40 percent of the activity).
- **Dial-a-ride operations.** Provide an on call, door-to-door transportation system. Weekday service is provided from 7:00 am to 7:00 pm, Saturdays from 9:00 am to 5:00 pm and Sundays from 1:00 pm to 5:00 pm. (40 percent of the activity).
- **Non-vehicle maintenance.** Maintain benches, shelters and signs (5 percent of the activity).
- **Administration.** Manage operator contracts, plan future services and operations, file reports and claims for transportation funding and administer taxi franchises (15 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	249,007	383,640	519,465	519,465
Utilities and Communications	1,091	1,010	4,665	4,665
Supplies, Materials and Services	122,258	119,995	139,465	129,465
Minor Capital	83,671	5,000	750	
Other Payments			850	850

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Transit Coordinator	.5	0	0	0
Transit Manager	0	1	1	1
Total	.5	1	1	1
Temporary Positions:				
Full-time equivalents	15	24	24	26

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

Implementation of Fixed Route System.

### MAJOR 1995-97 OBJECTIVES

None

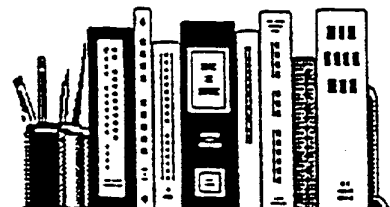
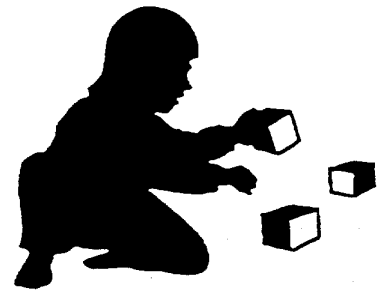
### RELATED COST CENTERS

Dial A Ride Administration (125-561.02)  
Transit Dial-A-Ride (125-561.03)

Fixed Route System (125-561.07)  
Transit Administration (125-561.09)

## LEISURE, CULTURAL AND SOCIAL SERVICES

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## **LEISURE, CULTURAL AND SOCIAL SERVICES**

**ACTIVITY:** Commissions and Committees      **PROGRAM:** Parks and Recreation  
**DEPARTMENT:** City Council and Advisory Bodies      **FUND:** General Fund

### **ACTIVITY DESCRIPTION**

Advises and assists the City Council on park and recreation programs and activities.

- \* **Parks and Recreation Commission.** Reviews and recommends programs, activities and capital improvement projects; and, reviews and advises on recreations and park programs. Activity goals are: 1) well-planned and well-maintained facilities; 2) well-organized, balanced and responsive programs, activities and events; and, 3) representation of the citizens of Lodi.
- \* **Youth Commission.** Communicates with young people and takes a leadership role in developing their futures. Activity goals are: 1) provide youth services in a safe and non-discriminatory environment; 2) provide support programs and services; and, 3) provide for unmet social and educational needs of area teens and youths.

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services		1,550	14,900	17,100
Minor Capital				
Other Payments				
Total		1,550	14,900	17,100

### **STAFFING SUMMARY**

None. Staff assistance is provided through the Parks & Recreation Department.

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1995-96 State Conference Funding (\$3,350) (reprogram)
- \* 1995-97 Establish Youth Commission (\$10,000)

### **MAJOR 1995-97 OBJECTIVES**

None

### **RELATED COST CENTERS**

Parks and Recreation Commissions (10.0-0701.02)  
Youth Commission (10.0-701.03)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Parks and Recreation Administration  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Parks and Recreation  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Parks and Recreation Administration activity plans, directs and evaluates all park and recreation programs and activities; plans and coordinates facility development; prepares and revises long-range plans; and, works with the Parks and Recreation Commission and Youth Commission to review projects and programs. Activity goals are: 1) responsive, cost effective and well organized recreation programs; 2) a combined 30 percent cost recovery from park and recreation programs (adult programs, youth and teen programs, specialty classes); 3) a balance of programs and facilities based on age, interests, opportunity and location; and 4) adequately maintained facilities. This activity has six major elements:

- \* **Leadership and administration.** Plan, organize, direct, coordinate and evaluate the City's parks and recreation activities, programs and maintenance; develop and recommend budget, cost recovery fees, grant applications, and funding through public/private partnerships; establish rules, procedures, and policies to govern the day to day conduct of park and recreation services; advise and assist the City Manager, Parks and Recreation Commission and City Council on programs, development of new parks, facilities and cost recovery goals; foster and promote a positive and efficient work place; recognize and reward excellent performance of employees and participants; and negotiate and coordinate major department contracts and agreements and oversee same (40 percent of the activity).
- \* **Public relations and information.** Develop and distribute brochures and advertising on recreation programs, events and activities; prepare press releases; and, represent the City at City-wide functions and with other agencies or private groups (10 percent of the activity).
- \* **Commission support.** Provide necessary support for the Parks and Recreation Commission and Youth Commission (15 percent of the activity).
- \* **Parks and recreation facility planning, capital improvement and general project management.** Develop current and long range plans for new parks and recreation facilities for both indoor and outdoor space needs; and develop, prioritize and coordinate requests for and manage capital improvement projects and department general projects (15 percent of the activity).
- \* **Activity administration.** Collect, receipt and deposit department fees and charges; receive and schedule reservations for facilities and activities; and provide over the counter information to customers (15 percent of the activity).
- \* **Contract administration.** Manage contract recreation services and concessions for golf driving range and food concessions (5 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	498,393	442,070	485,985	485,985
Utilities and Communications	13,768	14,045	16,530	16,530
Supplies, Materials and Services	97,239	110,340	111,275	108,475
Minor Capital	5,035	3,700		
Other Payments				
Total	614,435	570,155	613,790	610,990

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Parks and Recreation Administration  
DEPARTMENT: Parks and Recreation

PROGRAM: Parks and Recreation  
FUND: General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Parks and Recreation Director	1	1	1	1
Parks Superintendent	1	1	1	1
Recreation Supervisor	3	3	3	3
Department Secretary	1	1	1	1
Engineering Tech	0	0	1	1
Administrative Clerk	2	2	2	2
Total	8	8	9	9
Temporary Positions:				
Full-time equivalents	2.1	2.1	2.6	2.6

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-96: Purchase tables and chairs for community buildings (\$3,000)
- \* 1995-96 Auto CAD software, plotter and computer (\$9,800)
- \* 1995-97: Reorganize Parks & Recreation Administration (\$18,605)
- \* 1995-97: Consultant for Park Maintenance, specifications and park standards development (\$3,500)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Update secretarial pool
- \* 1995-97: Install and implement credit card payment program
- \* 1995-97 Reorganize Parks and Recreation administrative staff - Phase I (1995-96) and Phase II (1996-97)
- \* 1995-97 Hire consultant to review park maintenance operation
- \* 1995-97 Work toward completing CIP and CDBG projects

### RELATED COST CENTERS

Recreation Administration (10-701.01)  
Parks Administration (10-751.01)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Playgrounds  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Recreation  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Playground activity provides for after school child care for children in school. Activity goals are: 1) safe, attentive and reliable child care; 2) a balanced educational and recreational program; and 3) 30% to 40% cost recovery. This activity has three major elements:

- **Child care and safety.** Organized, available and safe after school care for children ages 5 to 12 years of age (50 percent of the activity).
- **Concession.** Provide and sell food and snacks (5 percent of the activity).
- **Recreational and educational programs.** Organized recreational and educational after school programs (45 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	63,776	63,620	102,950	102,950
Utilities and Communications				
Supplies, Materials and Services	7,530	10,900	9,800	11,050
Minor Capital				
Other Payments				
Total	71,306	74,520	112,750	114,000

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:	0	0	0	0
Temporary Positions:				
Full-time equivalents	5	5	7	7

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-97 To increased hours of program (\$16,200)
- \* 1995-97 Hale Park Program - Hire part-time employees (\$16,200) CDBG

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Reach a 40% return on the Afterschool program
- \* 1995-97: Increase participation enrollment and offer quality child care

### RELATED COST CENTERS

Recreation Playgrounds (10-702.01)

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Youth/Teen Sports  
DEPARTMENT: Parks and Recreation

PROGRAM: Recreation  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Youth/Teen Sports activity offers a wide selection of youth sports. Over 5,000 youth and teens participate annually in these programs. Activity goals are; 1) to provide quality opportunities and sport experiences, in a wide variety of programs; 2) organize well-run and coordinated leagues, tournaments, camps, and clinics that instruct, provide opportunity to participate and meet social and physical needs of the participants; 3) recover 10% to 90% of cost, depending upon the program; and 4) provide officiating experience for teens and adults. This activity has two major elements:

- \* **Competitive sports.** Competitive baseball, softball, soccer, basketball, tackle football, camps and clinics co-sponsored by the Boosters of Boys and Girls Sports (BOBS) by a City match of \$1.00 to \$3.00 by BOBS. The City receives non-resident fees to offset the costs of the program. (80 percent of the activity).
- \* **Introduction/instructional programs.** Includes basketball, volleyball, flag football and a variety of clinics; revenue recovery goal is 50 percent of cost (20 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	64,182	75,095	81,860	81,860
Utilities and Communications	3,922	12,000	12,000	12,000
Supplies, Materials and Services	22,249	25,600	27,500	27,500
Minor Capital				
Other Payments				
Total	90,353	112,695	121,360	121,360

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:	0	0	0	0
Temporary Positions:				
Full-time equivalents	5	5	5	5

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-97 Create a youth street and in-line hockey program (95/96 \$8,300)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97 Produce an organized street and in-line hockey program
- \* 1995-97 Continue strong affiliation with the Boosters of Boys and Girls Sports
- \* 1995-97 Encourage continuation of facility development to support programs
- \* 1995-97 Offer and encourage more participation by underprivileged and low income youth

### RELATED COST CENTERS

Recreation Playgrounds (10-702.02)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Indoor/Outdoor Activities      **PROGRAM:** Recreation  
**DEPARTMENT:** Parks and Recreation      **FUND:** General Fund

### ACTIVITY DESCRIPTION

The Indoor/Outdoor activity offers a wide selection of youth and adult activities and special sports events to promote a constructive outlet for entertainment and competition for children, young adults and adults. Activity goals are; 1) well-organized, fun, challenging and competitive activities and events; 2) well-organized traditional community events for children and adults of all ages; 3) cost recovery of 100 percent; and, 4) well-organized instructional programs. This activity has four major elements:

- **Instruction classes.** Provide instructors and facilities for gymnastics (10 percent of the activity).
- **Traditional events.** Plan, organize and coordinate special community events (youth track meet, Easter egg hunt, Halloween Carnival, Christmas Tree run) (40 percent of the activity).
- **Special events.** Plan, organize and coordinate special events (hot shot basketball contest; punt, pass and kick football contest; rollin' in the mud bicycle event; sleepovers) (20 percent of the activity).
- **Special recreation activities.** Plan, organize and coordinate special recreation activities and tournaments (late night basketball, walk-on volleyball, Mayor's cup golf tournament) (30 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	9,804	15,145	16,665	16,665
Utilities and Communications	9,551	6,850	8,835	8,835
Supplies, Materials and Services	9,445	12,660	12,950	14,450
Minor Capital				
Other Payments				
Total	28,800	34,655	38,450	39,950

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:	0	0	0	0
Temporary Positions:				
Full-time equivalents	1	1	1	1

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Establish greater quality and depth to the current traditional special events
- \* 1995-97 Enhance event promotion to increase participation by 50%

### RELATED COST CENTERS

Misc. Indoor/Outdoor Activities (10-702.03)



## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Aquatics  
DEPARTMENT: Parks and Recreation  
PROGRAM: Recreation  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Aquatics activity schedules, organizes and conducts swimming activities (swim lessons, competitive swimming, water polo, boat rentals). Activity goals are: 1) a comprehensive swimming and recreational program for all ages and abilities; and, 2) a 50% cost recovery. This activity has five major elements:

- \* **Recreational swimming.** Hire, train and coordinate staff to provide safe recreational swimming (42 percent of the activity).
- \* **Recreation swim league.** Plan, staff and provide an introduction program to competitive swimming (18 percent of the activity).
- \* **Competitive swimming.** Provide assistance and facilities for a youth competitive swimming program (7 percent of the activity).
- \* **Swimming instruction.** Plan, promote, staff and provide a comprehensive schedule of swimming instruction for all ages (18 percent of the activity).
- \* **Water polo.** Provide assistance and facilities for the youth water polo (3 percent of the activity).
- \* **Boat rental.** Provide recreational boat rental at Lodi Lake Park (12 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	75,533	88,810	71,895	71,895
Utilities and Communications	29,270	37,300	34,000	34,000
Supplies, Materials and Services	23,963	64,250	37,550	37,550
Minor Capital			6,000	
Other Payments				
Total	128,766	190,360	149,445	143,445

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:	0	0	0	0
Temporary Positions:				
Full-time equivalents	7	7	5.5	5.5

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Six day/week operation at pool, lake and boathouse
- \* 1995-97: Training for Water Safety Instructors

### RELATED COST CENTERS

Aquatics (10-702.04)

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Adult Sports/Athletic Facility Rental  
DEPARTMENT: Parks and Recreation

PROGRAM: Recreation  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Adult Sports activity offers athletic leagues and tournaments for adults. Activity goals are: 1) well-organized and competitive sports leagues and tournaments for adults; and, 2) a 100% cost recovery of adult leagues and tournaments. This activity has five major elements:

- **Softball leagues and tournaments.** Provide umpires, scorekeepers, equipment, promotion, administration, awards and facilities for league and tournament play (60 percent of the activity).
- **Basketball leagues and tournaments.** Provide umpires, scorekeepers, equipment, promotion, administration, awards and facilities for league and tournament play (15 percent of the activity).
- **Volleyball leagues and tournaments.** Provide umpires, scorekeepers, equipment, promotion, administration, awards and facilities for league and tournament play (10 percent of the activity).
- **Rental of facilities.** Provide rental facilities for baseball, softball, football and soccer (10 percent of the activity).
- \* **Soccer Leagues.** (5 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	42,835	61,910	40,785	40,785
Utilities and Communications	25,056	27,695	25,470	25,470
Supplies, Materials and Services	12,090	17,600	10,050	10,050
Minor Capital				
Other Payments				
Total	79,981	107,205	76,305	76,305

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:	0	0	0	0
Temporary Positions:				
Full-time equivalents	5	5	5	5

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Increase soccer program to 12 teams
- \* 1995-97: Provide facilities on Fridays for weekend softball hosts

### RELATED COST CENTERS

Adult Sports (10-702.05)

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Specialty Classes                      PROGRAM: Recreation  
DEPARTMENT: Parks and Recreation              FUND: General Fund

### ACTIVITY DESCRIPTION

The Specialty Class activity schedules and conducts a variety of fine arts and physical activity classes. Activity goals are: 1) enhance cultural and physical awareness 2) a 100% cost recovery of adult classes; and 3) a 30% to 50% cost recovery for child and youth classes. This activity has three major elements:

- **Fine arts instruction.** Provide arts, crafts, music and other fine art classes for children, youth and adults (40 percent of the activity).
- **Dance and exercise instruction.** Provide instruction and facilities for adults and youth in various dance programs and exercise activity classes (45 percent of the activity).
- **Sports instruction.** Provide instruction for individual sports activities (tennis, golf, wrestling, volleyball) (15 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications			1,000	1,000
Supplies, Materials and Services	23,007	26,000	25,150	25,150
Minor Capital				
Total	23,007	26,000	26,150	26,150

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:	0	0	0	0
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Utilize facilities at Kofu, Legion and Chablis Hall to capacity

### RELATED COST CENTERS

Specialty Classes (10-702.06)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** BOBS Support Services  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Recreation  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Concessions activity serves to account for cost of part-time employees who operate concessions at games and tournaments. Activity goals are: 1) 105% cost recovery from BOBS; and 2) quality and cost effective operations. This activity has one major element:

- Operate concessions. Provide snacks, food and drinks at scheduled games, tournaments and activities (100 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	20,621	20,000	20,000	20,000
Utilities and Communications				
Supplies, Materials and Services				
Minor Capital				
Other Payments				
Total	20,621	20,000	20,000	20,000

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Run quality and cost effective concession operations at Salas, Kofu, and Zupo Parks
- \* 1995-97 Provide seasonal concession operations at stadium (football) and Grape Pavilion (Comet Basketball Tournament)

### RELATED COST CENTERS

Concessions (10-702.30)

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Sports Facilities  
DEPARTMENT: Parks and Recreation

PROGRAM: Parks  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Sport Facilities activity maintains and manages park facilities, landscaped areas and open park space within the City. Activity goals are: 1) support of Recreation programs; 2) safe, useful and attractive parks and facilities; 3) efficient and effective maintenance service; and, 4) a positive image for the City. This activity has three major elements:

- **Field and court maintenance.** Groom and mark playing fields; and sweep and resurface courts (45 percent of the activity).
- **Janitorial maintenance.** Clean and tend park buildings; remove trash; and, perform minor repairs (35 percent of the activity).
- **Renovation and installation of sports facilities.** Rehabilitate fields, install basketball floors; and resurface courts (20 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	304,224	288,080	301,505	301,505
Utilities and Communications	23,291	25,720	25,720	25,720
Supplies, Materials and Services	46,754	46,125	48,715	48,265
Work for Others		500	500	500
Minor Capital		5,500	5,800	
Other Payments				
Total	374,269	365,925	382,240	375,990

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Parks Supervisor	1	1	1	1
Parks Maintenance Worker	2	2	2	2
Laborer, Park Maint Worker	5	3	3	3
Total	8	6	6	6
Temporary Positions:				
Full-time equivalents	3.5	3.5	3.1	3.1

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-96: Fencing for Armory and Softball Complex (\$5,800)
- \* 1995-96 Part-time employees (\$4,500)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Provide safe, clean and attractive sports facilities

### RELATED COST CENTERS

Sports Facilities (10-752.01)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Lodi Lake Park  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Parks  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Lodi Lake Park activity maintains and manages Lodi Lake Park facilities, landscaped areas and open park space within the Park. Activity goals are: 1) safe, useful, clean and attractive park and facilities; 2) efficient and effective maintenance service; and, 3) a positive image for the City. This activity has three major elements:

- \* **Landscape maintenance.** Control weeds, maintain irrigation, fertilize, trim and maintain shrubs and trees, replace nursery stock, aerate and mow turf (50 percent of the activity).
- \* **Repair and remodel.** Perform carpentry, paint, plumbing, electrical and mechanical repairs, perform minor repairs with in-house or contract resources (25 percent of the activity).
- \* **Janitorial maintenance.** Clean and tend park buildings, remove trash and perform minor repairs (25 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	89,837	91,295	90,330	90,330
Utilities and Communications	3,362	6,960	6,960	6,960
Supplies, Materials and Services	31,442	33,070	34,795	34,795
Work for Others		500	500	500
Minor Capital	1,236			
Other Payments	8,200	8,500	8,000	8,000
Total	134,077	139,825	140,585	140,585

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Parks Maintenance Worker	1	1	1	1
Laborer, Park Main Worker	1	1	1	1
Total	2	2	2	2
Temporary Positions:				
Full-time equivalents	.5	.5	.5	.5

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97 Provide park users clean and attractive park areas and facilities

### RELATED COST CENTERS

Lodi Lake Park (10-752.02)

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Park Maintenance  
DEPARTMENT: Parks and Recreation

PROGRAM: Parks  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Parks Maintenance activity maintains and manages general park facilities, landscaped areas and open park space within the City. Activity goals are: 1) safe, useful, clean and attractive parks and facilities; 2) efficient and effective maintenance service; 3) a positive image for the City; and 4) a balanced distribution of parks and playground equipment throughout the City. This activity has four major elements:

- \* **Landscape maintenance.** Control weeds, maintain irrigation, fertilize, trim and maintain shrubs and trees, replace nursery stock, aerate and mow turf (65 percent of the activity).
- \* **Repair and remodel.** Perform carpentry, paint, plumbing, electrical and mechanical repairs, perform minor repairs with in-house or contract resources (10 percent of the activity).
- \* **Janitorial maintenance.** Clean and tend park buildings, remove trash and perform minor repairs (10 percent of the activity).
- \* **Pool maintenance.** Vacuum, scrub tiles, maintain water temperature, maintain chemical balance and cleanliness to State and Federal standards, maintain pumps, filters, automatic chemical dispensers and chemical alarms (15 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	335,695	348,875	341,225	341,225
Utilities and Communications	43,850	21,020	21,140	21,140
Supplies, Materials and Services	79,623	96,830	103,065	103,065
Work for others		1,000	1,665	1,665
Minor Capital	734			
Other Payments				
Total	459,902	467,724	467,095	467,095

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Parks Supervisor	1	1	1	1
Maintenance Worker	6	6	6	6
Total	7	7	7	7
Temporary Positions:				
Full-time equivalents	4	4	3.3	3.3

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-96 Part-time maintenance staff (\$4,500)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Provide safe, clean and attractive park areas and park facilities

### RELATED COST CENTERS

Other Parks (10-752.03)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Park Rangers  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Parks  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Park Ranger activity patrols parks and provides nature programs. Activity goals are: 1) safe parks and facilities; 2) a positive image for the City; and, 3) educational nature programs. This activity has three major elements:

- **Enforcement.** Enforce park rules, local ordinances and State and County laws (60 percent of the activity).
- **Facility operations.** Supports facility rentals and camping grounds; collects entry fees to Lodi Lake Park; and, collects boat launch fees (15 percent of the activity).
- **Nature program.** Provides, coordinates and develops nature appreciation programs at Lodi Lake Park; and, operates and develops the Discovery Center (25 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	81,766	89,910	93,910	93,910
Utilities and Communications	8	1,200	600	600
Supplies, Materials and Services	9,447	10,240	10,450	10,450
Minor Capital				
Other Payments				
Total	91,221	101,350	104,960	104,960

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Sr Park Ranger	1	1	1	1
Temporary Positions:				
Full-time equivalents	3	3	3	3

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Decrease vandalism to parks and facilities by increased public awareness

### RELATED COST CENTERS

Park Rangers (10-752.08)



## **LEISURE, CULTURAL AND SOCIAL SERVICES**

**ACTIVITY:** Equipment Maintenance  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Parks  
**FUND:** General Fund

### **ACTIVITY DESCRIPTION**

The Equipment Maintenance activity repairs and maintains scooters, playground equipment and other equipment; and recommends safety standards for playground equipment. Activity goals are: 1) safe and reliable scooters and equipment; 2) obtain maximum service life from equipment; and, 3) ensure safe playgrounds. This activity has two major elements:

- **Equipment maintenance.** Repair, service and inspect scooters and park maintenance equipment; and, maintain inventory and maintenance records (80 percent of the activity).
- \* **Playground safety.** Inspect, repair and service playground equipment; and, develop playground equipment safety standards (20 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	48,083	49,485	48,310	48,310
Utilities and Communications	1,734	800	2,200	2,200
Supplies, Materials and Services	102,765	115,905	59,805	58,405
Minor Capital				
Other Payments				
Total	152,582	166,190	110,315	108,915

	1993-94	1994-95	1995-96	1996-97
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Welder/Mechanic	1	1	1	1
Temporary Positions:				
Full-time equivalents	0	0	0	0

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

### **MAJOR 1995-97 OBJECTIVES**

- \* 1995-97: Bring playground equipment up to ADA standards

### **RELATED COST CENTERS**

Equipment Maintenance (10-753.01)

## **LEISURE, CULTURAL AND SOCIAL SERVICES**

**ACTIVITY:** Library Board  
**DEPARTMENT:** City Council and Boards

**PROGRAM:** Legislation and Policy  
**FUND:** General Fund

### **ACTIVITY DESCRIPTION**

The Library Board governs operation of the library. They are responsible for working with the City Council, and state legislators to ensure full funding for operations now and into the future. They are responsible to work with the citizens of the community to meet their informational, and educational needs. Activity goals are: 1) well-planned and well-maintained Library services; and 2) well-organized and responsive library programs

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services		3,523	5,080	3,795
Minor Capital				
Other Payments				
Total		3,523	5,080	3,795

### **STAFFING SUMMARY**

None - Staff assistance is provided through the Library activity.

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

### **MAJOR 1995-97 OBJECTIVES**

- \* 1995-97: To bring the community a state-of-the-art library
- \* 1995-97 To eliminate the Cost of Service charge

### **RELATED COST CENTERS**

Library Board (21.0-801.02)

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Library  
DEPARTMENT: Library

PROGRAM: Cultural Services  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Library activity provides informational, and educational Library services to the community. Activity goals are: 1) well-staffed and supported reference service; 2) frequent and varied children's programs; 3) friendly and efficient circulation service; and 4) effective and timely support services. This activity has four major elements:

- \* **Reference service.** Assist individuals of all ages find the information they want. Recommend material for collection development (10 percent of the activity).
- \* **Children's services.** Provide storyhours and activities for pre-school and school age children. Develop children's materials collection (5 percent of the activity).
- \* **Circulation Services.** Register people for library cards. Assist in the location of materials. Perform circulation functions (30 percent of the activity).
- \* **Support services.** Order and process materials for collection. Maintain collection in good condition. Maintain interior and exterior in safe and working condition. Maintains internal personnel records (55 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	657,059	676,825	760,130	753,090
Utilities and Communications	54,567	64,990	67,110	75,900
Supplies, Materials and Services	140,456	222,080	233,720	235,800
Minor Capital				
Other Payments	25,624	15,280	16,845	16,580
Total	877,706	979,175	1,077,805	1,081,370

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
City Librarian	1	1	1	1
Manager Adult Services	1	1	1	1
Childrens Librarian	1	1	1	1
Librarian I/II	2	2	0	0
Assist Adult Ser Libn	0	0	2	2
Sen Library Asst	1	1	1	1
Library Assistant	8	8	8	8
Building Service Worker	1	1	1	1
Total	15	15	15	15
Temporary Positions:				
Full-time equivalents	5	5	6	6

## **LEISURE, CULTURAL AND SOCIAL SERVICES**

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**ACTIVITY:** Library  
**DEPARTMENT:** Library

**PROGRAM:** Cultural Services  
**FUND:** General Fund

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### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1995-96 Hire Contract Technology Expert (\$53,600)
- \* 1995-96 Hire half-time Library Assistant (\$13,562)
- \* 1996-97 Hire two half-time Librarians I's (\$35,585)

### **MAJOR 1994-96 OBJECTIVES**

- \* 1995-97: Maintain current level of service

### **RELATED COST CENTERS**

Library Administration (21-801.01)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Commissions and Committees  
**DEPARTMENT:** City Council and Advisory Bodies

**PROGRAM:** Cultural Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

Two Commissions advise the City Council on cultural and senior programs.

- **Senior Citizen Commission.** The Senior Citizen Commission advises the City Council on programs, policies and activities which serve seniors in the community. Activity goals are: 1) identify the needs of the aging; 2) create community awareness; 3) explore improved standards of service; and 4) develop services and programs.
- **Lodi Arts Commission.** The Lodi Arts Commission advises and assists the City Council establish and promote fine art and performing art programs. Activity goals are: 1) enrichment of the community through fine art and performing art programs; 2) develop and promote creativity; 3) celebrate the cultural heritage of the community; and, 4) recognize the artistic, creative and cultural achievement of Lodi citizens.

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	78,881			
Utilities and Communications	2,105	600	810	810
Supplies, Materials and Services	14,714	5,150	8,900	8,900
Minor Capital				
Other Payments	35,169			
Total	130,869	5,750	9,710	9,710

### STAFFING SUMMARY

None - Staff assistance is provided through the Community Center.

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Continue to work toward achieving activity goals
- \* 1995-97 Identify needs of aging population and create citizen awareness of these needs

### RELATED COST CENTERS

Lodi Arts Commission (120-702.11)  
Senior Citizen Commission (120-704.01)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Community Center  
**DEPARTMENT:** Administration

**PROGRAM:** Cultural Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Community Center activity provides a focal point for cultural, fine art, performing art and senior programs within the community; provides facilities for meetings, conferences, recreational activities and events sponsored by the City, community groups and private individuals and organizations; and, works with the Senior Citizen Commission, the Lodi Arts Commission and other private organizations to develop programs and facilities. Activity goals are: 1) well-maintained facilities; 2) well-balanced programs for seniors; 3) promotion of fine art and performing art within the City; and, 4) 30% to 50% cost recovery. This activity has seven major elements:

- \* **Senior services.** Social and recreational activities; referral services; emotional and physical wellness programs; and legal, consumer, financial and educational services and counseling (20 percent of the activity).
- \* **Cultural programs.** Plans and promotes workshops for crafts, arts, music and other fine arts; provides for the display of crafts and fine arts of local residents; and, plans, promotes and organizes activities in arts, crafts, music, dance and drama (10 percent of the activity).
- \* **Public relations and information.** Prepares and distributes brochures and schedules for senior, fine art and performing art activities; and, works with the Senior Citizen Commission, Lodi Arts Commission, and Hutchins Street Square Foundation to develop programs, plan facilities and obtain funds from private and public sources. (5 percent of the activity).
- \* **Facility scheduling and administration.** Process reservations for facilities, liability review, receive and deposit fees and maintain responsive relations with customers (5 percent of the activity).
- \* **Special events management.** Plan, organize and coordinate special events sponsored by the City (Field and Fair Day, Fourth of July); create, design and distribute flyers; prepare news releases; and, solicit and schedule vendors, entertainers and participants (10 percent of the activity).
- \* **Therapeutic Swim.** Program, schedule and conduct various therapeutic swimming activities; and, vacuum, scrub tiles, maintain water temperature, maintain chemical balance and cleanliness of facilities (20 percent of the activity).
- \* **Facility and janitorial maintenance.** Clean, remove trash, maintain equipment and perform minor repairs (30 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	173,323	247,208	321,160	321,160
Utilities and Communications	77,985	78,500	83,750	83,750
Supplies, Materials and Services	112,485	118,867	135,310	135,305
Minor Capital		13,800	25,400	16,900
Other Payments				
Total	363,793	458,375	565,620	557,115

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Community Center  
DEPARTMENT: Administration

PROGRAM: Cultural Services  
FUND: General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Community Center Director	1	1	1	1
Senior Services Coordinator	1	1	1	1
Administrative Clerk	1	1	1	1
Building Maintenance Worker	0	1	1	1
Maintenance Worker	0	0	1	1
Total	3	4	5	5
Temporary Positions:				
Full-time equivalents	0	0	5.5	5.5

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-96 Purchase table & Chair replacements (\$8,500)
- \* 1995-96 Arts Commission Supervisor (\$10,000)
- \* 1995-96 Purchase power man lift (\$5,900)
- \* 1995-97 Maintenance Worker II (\$32,290)
- \* 1995-97 Admin Clerk part-time (\$8,700)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Continue to work toward achieving activity goals

### RELATED COST CENTERS

Community Center Administration (120-040.03)  
Senior Information (120-704.02)  
Hutchins Street Square Pool (120-704.03)  
Hutchins Square Maintenance (120-752.05)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Cultural Activities  
**DEPARTMENT:** Administration

**PROGRAM:** Cultural Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Cultural Activities program is responsible for encouraging, promoting and providing for cultural development in the fine arts and performing arts (crafts, art, music, dance, drama). Activity goals are: 1) improve the quality of life to residents and visitors to Lodi; 2) promote Lodi as a regional center for cultural activities; and, 3) develop long-term programs to encourage cultural growth. This activity has one major element:

- **Cultural activity grants.** Evaluate requests and recommend funding for local non-profit organizations that promote cultural activities (100 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Supplies, Materials and Services				
Minor Capital				
Other Payments		34,445	40,350	40,350
Total		34,445	40,350	40,350

### STAFFING SUMMARY

None - Staff assistance is provided through the Community Center.

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

None

### RELATED COST CENTERS

Lodi Arts Commission (120-702.12)



## **LEISURE. CULTURAL AND SOCIAL SERVICES**

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**ACTIVITY:** Human Relations                      **PROGRAM:** Social Services  
**DEPARTMENT:** Community Development                      **FUND:** CDBG Fund

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### **ACTIVITY DESCRIPTION**

The Human Relations activity provides funding for projects and activities which address the needs of persons with low and moderate income, which eliminate slum or blighted conditions and which are urgent needs of the community. Activity goals are: 1) an effective and equitable grant-in-aid program; 2) open lines of communication with organizations regarding human and social services; and, 3) a positive image for the City of Lodi. This activity has one major element:

- **Grants administration.** Evaluate requests and recommend funding for local non-profit organizations or projects which address the needs of persons with low or moderate income; eliminate blighted conditions; and meet the urgent needs of the community (100 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services				
Minor Capital				
Other Payments		628,477	711,484	711,484
Total		628,477	711,484	711,484

### **STAFFING SUMMARY**

None. Staffing support provided by Community Development

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

### **MAJOR 1995-97 OBJECTIVES**

None

### **RELATED COST CENTERS**

CDBG (45 fund)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Camp Hutchins  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Social Services  
**FUND:** Child Care

### ACTIVITY DESCRIPTION

The Camp Hutchins activity provides licensed child care for children aged 6 to 12 years except weekends and school holidays. Activity goals are: 1) safe, reliable and attentive child care for children of working parents; 2) adherence to all State licensing requirements; and 3) 100 percent cost recovery through child care fees. This activity has three major elements:

- \* **Child care services.** Provide qualified and licensed child care services for children from ages 6 to 12 years of age (75 percent of the activity).
- \* **Activities.** Provide programs featuring activities that promote socialization skills through activities in arts, crafts, drama, games, music and science (15 percent of the activity).
- \* **Administration and management.** Maintain records, personnel qualifications, admission policies and procedures and prepare reports; hire and evaluate staff; organize and conduct training for staff; and, develop curriculum (10 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	83,583	90,755	109,700	109,700
Utilities and Communications	72	1,800	250	250
Supplies, Materials and Services	7,374	10,500	11,950	12,000
Minor Capital		1,000	500	500
Other Payments				
Total	91,029	104,055	122,400	122,450

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Recreation Supervisor	1	1	1	1
Temporary Positions:				
Full-time equivalents	7	6	4	4

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGE

- \* 1995-96 Add staff hours and supplies/materials to keep pace with growing enrollment (\$8,700)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Develop activities to promote social skills through arts, crafts, games, music and science

### RELATED COST CENTERS

Camp Hutchins (15-702.15)

## COMMUNITY AND ECONOMIC DEVELOPMENT

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## COMMUNITY AND ECONOMIC DEVELOPMENT

**ACTIVITY:** Commissions and Committees  
**DEPARTMENT:** City Council and Advisory Bodies  
**PROGRAM:** Planning  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

One commission and one committee advise and assist the City Council on planning and design issues.

- **Planning Commission.** Reviews and recommends changes to the General Plan and zoning regulations, hears appeals of planning staff decisions, and reviews development and land use permit applications. The goal of the Commission is to have a well planned community with compatible land uses. Seven public members.
- **Site Plan and Architectural Review Committee.** Evaluates the site plan and architectural merit of all commercial, multi-family residential and public building projects. The committee's goal is to have attractive and well designed development within the City. Five public members.

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing		3,360	3,355	3,355
Utilities and Communications				
Supplies, Materials and Services		4,890	4,390	4,390
Minor Capital				
Other Payments				
Total		8,250	7,745	7,745

### STAFFING SUMMARY

None. Staff assistance is provided through the Community Development Department.

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None.

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97 Begin 5 year update of City's general plan. Revise City's Zoning ordinance to conform to general plan.
- \* 1995-97 Work to implement the Cherokee Lane beautification and the Downtown revitalization plans.
- \* 1995-97 Work with the Eastside Committee to develop strategies to improve the eastside commercial and residential areas.

### RELATED COST CENTERS

Planning Commissions/Committees (10.0-045.05)

## COMMUNITY AND ECONOMIC DEVELOPMENT

**ACTIVITY:** Current/Advance Planning      **PROGRAM:** Planning  
**DEPARTMENT:** Community Development      **FUND:** General Fund

### ACTIVITY DESCRIPTION

The planning activity prepares and revises the General Plan, manages long-range planning projects and works with the Planning Commission and Site Plan and Architectural Review Committee; reviews development permits; ensures that projects comply with City development and land use regulations; manages the City's growth management program; assists the public with inquiries or complaints; and carries out enforcement proceedings. Activity goals are: 1) a well planned community; 2) managed community growth and change; 3) protection and preservation of environmental resources; 4) balanced economic development; and 5) a high level of public service. This activity has six major elements:

- \* **Long range planning.** Prepare ordinances and policies necessary for long term development of the City; maintain and update the General Plan; evaluate proposed annexations to the City; coordinate with the County and Council of Governments (COG) on planning and transportation issues; update City maps and data base (10 percent of the activity).
- \* **Develop review and environmental assessment.** Prepare ordinances and policies aimed at setting standards for development and its review; process and review planning applications for compliance with applicable codes and ordinances; coordinate with other departments in the review of projects; perform environmental assessments and monitor environmental mitigation measures; respond to public inquiries on development issues (50 percent of the activity).
- \* **Council/commission support.** Provide necessary support for the City Council, Planning Commission, and Site Plan and Architectural Review Committee (10 percent of the activity).
- \* **Community development block grant administration.** Administer the City's block grant program; monitor funded programs for compliance with governing policies and legislation; and assist community groups with application processing of requests for block grant funding (10 percent of the activity).
- \* **Zoning administration.** Enforce the City's codes and ordinances; respond to citizen questions and complaints; and act on code violations (15 percent of the activity).
- \* **Economic development.** Assist in the City's economic development effort; and provide land use, demographic and property information (5 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	286,429	291,590	310,260	305,270
Utilities and Communications	934	1,200	1,350	1,350
Supplies, Materials and Services	16,181	18,290	19,185	19,185
Minor Capital	2,135			
Other Payments				
Total	305,679	311,080	330,795	325,805

## COMMUNITY AND ECONOMIC DEVELOPMENT

ACTIVITY: Current/Advance Planning      PROGRAM: Planning  
DEPARTMENT: Community Development      FUND: General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Community Development Director	1	1	1	1
Senior Planner	1	1	1	1
Assistant Planner	2	2	2	2
Department Secretary	1	1	1	1
Total	5	5	5	5
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

- \* 1995-96: Revise and adopt new sign ordinance to incorporate new ideas that result from the Downtown Study.
- \* 1995-96: Conduct a comprehensive review of the City's growth Management Plan to evaluate the effectiveness of the plan and possible improvements.
- \* 1995-96: Conduct 5 year update of the General Plan
- \* 1995-97: Provide technical support on Downtown and Cherokee Lane Revitalization effort and work with consultant on implementation measures.
- \* 1995-97: Revise City's General Plan and Zoning Ordinance to incorporate results of the Downtown and Cherokee Lane Revitalization Study.
- \* 1995-97: Support efforts of the City's Economic Development Coordinator to promote and implement business retention and expansion.

### RELATED COST CENTERS

Planning Administration (10-045.01)  
Grant Administration (10-045.03)

## COMMUNITY AND ECONOMIC DEVELOPMENT

ACTIVITY: Building and Safety PROGRAM: Construction Development  
DEPARTMENT: Community Development FUND: General Fund

### ACTIVITY DESCRIPTION

The Building and Safety activity interprets and enforces construction and building codes, regulations and ordinances to regulate construction, occupancy, handicap accessibility, energy efficiency and life safety of all buildings constructed in the City of Lodi. Activity goals are: 1) safe, sound and energy efficient buildings; 2) compliance with codes and ordinances; and 3) timely and response to public inquiries. This activity has five major elements:

- \* **Public information.** Answer questions and offer interpretations about construction codes and regulations (20 percent of the activity).
- \* **Construction permit application review.** Review construction permit applications and plans for compliance with applicable codes and ordinances; issue permits; and collect fees (30 percent of the activity).
- \* **Development review coordination.** Coordinate permit application reviews with other departments/agencies to ensure compliance with other development regulations (10 percent of the activity).
- \* **Construction inspection.** Inspect construction projects to ensure compliance with codes, ordinances, permits and approved plans (35 percent of the activity).
- \* **Code enforcement.** Investigate violations of housing, construction and occupancy codes; and follow through with abatement orders (5 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	324,625	349,160	347,120	347,120
Utilities and Communications	2,374	1,600	3,550	3,550
Supplies, Materials and Services	79,799	99,220	96,440	90,790
Minor Capital	4,872	4,500		
Other Payments	2,976	3,000	4,000	4,000
Total	414,646	457,480	451,110	445,460

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Chief Building Inspector	1	1	1	1
Senior Building Inspector	1	1	1	1
Building Inspector	3	3	3	3
Administrative Clerk	1	1	1	1
Total	6	6	6	6
Temporary Positions:				
Full-time equivalents	.9	.9	1.4	1.4

## **COMMUNITY AND ECONOMIC DEVELOPMENT**

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<b>ACTIVITY:</b>	Building and Safety	<b>PROGRAM:</b>	Construction Development
<b>DEPARTMENT:</b>	Community Development	<b>FUND:</b>	General Fund

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### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

### **MAJOR 1995-97 OBJECTIVES**

- \* 1995-97 Continue to computerize the Building Inspection Division
- \* 1995-97 Improve communication methods for building permit applicants
- \* 1995-97 Provide improved housing inspection service

### **RELATED COST CENTERS**

Building Inspection (10-045.02)



## COMMUNITY AND ECONOMIC DEVELOPMENT

**ACTIVITY:** Engineering  
**DEPARTMENT:** Public Works

**PROGRAM:** Construction Development  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Engineering activity plans, designs and oversees construction of City streets, water, wastewater and drainage systems provided in the General Plan, Capital Improvement Budget and development policies; and, provides engineering services for other City activities and special projects. Activity goals are: 1) efficient, effective and responsive engineering services; 2) well planned and designed projects; and, 3) timely completion of projects within budget. This activity has five major elements:

- \* **Design.** Prepare plans, specifications, contract documents and construction estimates; advertise and award construction contracts; develop and update master plans for water, wastewater, drainage and street facilities; draw and maintain all street, parcel and utility system maps; provide surveys for project design and perform construction staking for City construction projects (44 percent of the activity).
- \* **Construction.** Inspect and administer City construction contracts; inspect off-site improvements of private developers; inspect street and underground improvements made by other utility agencies under encroachment permits; and, prepare record (as-built) drawings of all public and private construction projects inspected (20 percent of the activity).
- \* **Development services.** Review final subdivision maps, parcel maps, and off-site improvement plans for private development; ensure conformance with City standards and master plans; issue encroachment permits for all work, parades and other activities and uses of the public right of way and utility easements; manages impact fee program; and, prepare legal descriptions needed for annexations, easement and street vacations and acquisition of rights of way, public utility easements and property (22 percent of the activity).
- \* **Traffic engineering.** Design the City's traffic control systems; respond to public questions and complaints; design, conduct field investigations and prepare studies/reports on loading zones, pedestrian crossings, school crossings parking and no-parking zones, speed zoning and installation of stop and yield signs; and review private development plans for traffic impacts, parking lot layout and on-site circulation (14 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	750,234	708,490	732,250	732,250
Utilities and Communications	5			
Supplies, Materials and Services	39,556	34,025	104,740	103,640
Minor Capital				
Other Payments	1,256	1,300	1,300	1,300
Total	791,051	743,815	838,290	837,190

## COMMUNITY AND ECONOMIC DEVELOPMENT

ACTIVITY: Engineering  
DEPARTMENT: Public Works

PROGRAM: Construction Development  
FUND: General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
City Engineer	1	1	1	1
Senior Civil Engineer	1	1	1	1
Civil Engineer *	3.5	3.5	3.6	3.7
Engineering Technician Assistant	1	0	0	0
Engineering Supervisor	2	2	2	2
Senior Engineering Technician	2	2	2	2
Engineering Technician	1	1	1	1
Public Works Inspector	2	2	2	2
Total	13.5	12.5	12.6	12.7
Temporary Positions:				
Full-time equivalents	.6	0	.4	.4

- \* One Traffic engineer position is authorized full-time but presently filled half time by contract employee with increases to 60% in FY 95/96 and 70% in FY 96/97

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-96 Contract engineers (\$60,000) and equipment (\$7,000)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-96: Update Development Impact Fee Program
- \* 1995-96: Update construction specifications
- \* 1995-96: Evaluate encroachment permit program and recommend new fee structure
- \* 1996-97: Update traffic signal priority study

### RELATED COST CENTERS

General Engineering (10-302.01)

## COMMUNITY AND ECONOMIC DEVELOPMENT

**ACTIVITY:** Economic Development  
**DEPARTMENT:** Administration

**PROGRAM:** Economic Development  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Economic Development activity plans, organizes and coordinates the economic development and revitalization program for Lodi with other agencies and organizations; focuses City resources on specific activities intended to preserve and promote the stability of the business community; to promote job growth; and, to promote Lodi as a regional business center.

Activity goals are: 1) recruit new businesses; 2) retain and expand existing businesses; 3) create a beneficial atmosphere for conducting business; 4) promote a competitive tax and fee environment; 5) assist business ventures; 6) coordinate revitalization of downtown; 7) coordinate Cherokee Lane Improvements; and 8) market Lodi as a tourist and business center. This activity has five major elements:

- \* **City relations with business community.** Establishes and maintains day to day communication with business community and business organizations to identify issues, concerns and interests of existing businesses, potential new businesses or business organizations; and, coordinates with City staff and other agencies to provide answers, regulatory reform or streamlining City services (35 percent of the activity).
- \* **Revitalization and beautification.** Work with business and property owners to develop plans, projects and incentives to revitalize business in existing commercial and industrial zones; assist and coordinate with community groups to sponsor public events, trade fairs and activities in the downtown and other commercial business zones to attract shoppers to Lodi; and, act as project manager for the City for projects and programs approved by the City Council (45 percent of the activity).
- \* **Funding economic development activities.** Plan and develop strategies to fund economic development projects and programs (public-private partnerships, redevelopment agency, assessment districts) (10 percent of the activity).
- \* **Financial assistance.** Recommend, administer and manage financial assistance programs approved by the City Council to assist businesses and property owners, expand business and/or create new jobs (10 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing		67,550	66,520	66,520
Utilities and Communications	152	2,150	2,150	2,150
Supplies, Materials and Services	23,168	68,990	113,920	113,920
Minor Capital				
Other Payments	42,700	37,200	99,500	99,500
Total	66,020	175,890	282,090	282,090

## COMMUNITY AND ECONOMIC DEVELOPMENT

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ACTIVITY: Economic Development  
DEPARTMENT: Administration

PROGRAM: Economic Development  
FUND: General Fund

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	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Adm Assit to City Manager	1	0	0	0
Economic Development Coordinator	0	1	1	1
Total	1	1	1	1
Temporary Positions:				
Full-time equivalents	0	.5	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-96 Consulting Services (\$16,350)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-96: Implement Downtown Revitalization Study
- \* 1996-97: Implement Cherokee Lane Study
- \* 1996-97: Market and promote Lodi on a regional and National basis
- \* 1996-97: Coordinate the business attraction program for the City
- \* 1996-97: Increase involvement with the San Joaquin Partnership

### RELATED COST CENTERS

Economic Development (10-043.01)

## COMMUNITY AND ECONOMIC DEVELOPMENT

**ACTIVITY:** Community Promotion  
**DEPARTMENT:** Administration

**PROGRAM:** Economic Development  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Community Promotion activity promotes the City as a center for trade, recreation and tourism. The activity goal is to foster and promote a strong reliable tourist industry for the City's economic base. Major activities funded through this program include:

- \* Lodi Conference and Visitors Bureau. (\$53,000)
- \* Promotional Services (\$22,000)
- \* San Joaquin Partnership. (\$20,000).
- \* Lodi Downtown Business Association. (\$2,700)
- \* Highway Advertising. (\$25,000)

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services				
Minor Capital				
Other Payments			122,700	97,700
Total			122,700	97,700

### STAFFING SUMMARY

None. Staffing provided through Economic Development Division of Administration

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-97 Lodi Conference and Visitors Bureau (\$60,000)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-96 Develop, obtain Council approval and implement promotional program

### RELATED COST CENTERS

Community Promotion (10-020.06)

## GENERAL GOVERNMENT

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## GENERAL GOVERNMENT

**ACTIVITY:** City Council  
**DEPARTMENT:** City Council and Advisory Bodies

**PROGRAM:** Legislation and Policy  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The City Council activity governs the City of Lodi by enacting and enforcing laws, policies and regulations concerning municipal affairs, subject only to limitations and restrictions provided in the State of California Government Code and Constitution. Thirteen advisory commissions and committees assist the City Council with this work. Activity goals are: 1) open, informed and democratic public decisions; 2) responsive and appropriate legislation; 3) efficient and effective execution of adopted laws, policies and regulations; and 4) providing the tax payer and residents with the best services and facilities within available resources. This activity has three major elements:

- \* **Legislation.** Enacts ordinances, appropriations and resolutions; and, reviews compliance with adopted laws, policies and regulations (40 percent of the activity).
- \* **Policy.** Reviews and adopts plans which guide the decisions and actions of the City's activities and capital investment projects (40 percent of the activity).
- \* **Supervision.** Directs and evaluates the City Manager, City Attorney and City Clerk (20 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	53,737	53,750	57,780	57,780
Utilities and Communications				
Supplies, Materials and Services	16,540	20,400	20,400	20,400
Minor Capital				
Other Payments				
Total	70,277	74,150	78,180	78,180

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Mayor	1	1	1	1
Councilmembers	4	4	4	4
Total	5	5	5	5
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Outlined in the Major City Goals section of the financial plan.

### RELATED COST CENTERS

Council (10-001.03 through 12)

## GENERAL GOVERNMENT

**ACTIVITY:** City Manager  
**DEPARTMENT:** Administration

**PROGRAM:** General Administration  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The City Manager activity implements City Council legislation, policies and regulations; provides information and recommendations to the City Council; directs delivery of City services; and, manages the implementation and accomplishment of City goals. Activity goals include: 1) fostering an informed public decision making process; 2) responsive, effective and efficient City services; and 3) effective City management. This activity has four major elements:

- \* **Direction and leadership.** Focus the efforts and contributions of staff on results and not work; establish performance standards; build consensus on important issues; develop budget policies and procedures; establish priorities; and, making decisions. (40 percent of the activity).
- \* **Advising and assisting the City Council.** Orient new councilmembers on the operation and functions of city government; recommend legislation, policies and regulations; establish effective employee relations and conduct labor negotiations; provide for the review of services; assist citizens with Council requests; represent the City with other government agencies; anticipate problems; handle Council appointments; and, resolve conflict (40 percent of the activity).
- \* **Community relations.** Understand community demands and expectations; foster effective relations with community groups, organizations and interest groups; process citizen requests; and, maintain effective communications with the news media (10 percent of the activity).
- \* **Promoting the City's future.** Recommend short, medium and long range plans for land use, economic development, service levels, capital facilities and resources (personnel, material, facilities, money) (10 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	242,948	244,545	254,800	254,800
Utilities and Communications	676	500	650	650
Supplies, Materials and Services	13,828	14,425	10,350	12,100
Minor Capital	1,341	250		
Other Payments				
Total	258,793	259,720	265,800	267,550

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
City Manager	1	1	1	1
Assistant City Manager	1	1	1	1
Legal Secretary	.5	.5	0	0
Secretary to the City Manager	1	1	1	1
Total	3.5	3.5	3	3
Temporary Positions:				
Full-time equivalents	0	0	0	0



## **GENERAL GOVERNMENT**

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**ACTIVITY:** City Manager  
**DEPARTMENT:** Administration

**PROGRAM:** General Administration  
**FUND:** General Fund

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### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

### **MAJOR 1995-97 OBJECTIVES**

- \* 1995-97: Facilitate establishment of a fixed route bus system
- \* 1995-97: Implement reporting system for federal transit funds
- \* 1995-97: Tie Secretary to City Manager into Local Area Network
- \* 1995-97: Negotiate new labor contracts for all bargaining units
- \* 1995-97: Refine fixed bus route system

### **RELATED COST CENTERS**

City Manager (10-040.01)

## GENERAL GOVERNMENT

**ACTIVITY:** Public Works Administration  
**DEPARTMENT:** Public Works

**PROGRAM:** General Administration  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Public Works Administration activity provides overall direction, administrative support and management for the following public works divisions: Engineering, Building and Equipment Maintenance, Streets and Water/Wastewater; provides clerical support for Public Works Administration, Building Maintenance, design, construction, traffic and development services. Activity goals are: 1) responsive, professional and courteous services; 2) efficient and effective operations; and, 3) well designed City facilities. This activity has six major elements:

- **Clerical support.** Prepare correspondence, council communications, reports and specifications; organize, maintain and research correspondence and computer files; handle vehicle registration, contract documents, purchase orders, claims, public counter inquiries and complaints; and answer phones and relays radio messages (30 percent of the activity).
- **Project management.** Handle labor compliance requirements on public works construction projects, oversee design, construction and administration of building projects; and, resolve all major problems on City construction projects (5 percent of the activity).
- **Department administration.** Establish department rules, policies and procedures, monitor and evaluate department activities; develops team building and employee recognition programs, represents the City with other government agencies, private firms and organizations (30 percent of the activity).
- **Enterprise management.** Oversee the water and wastewater utility services and ensure conformance with Federal, State and local health requirements (10 percent of the activity).
- **Budget administration.** Coordinate and compile the total Public Works Department operation and maintenance budget and capital improvement budget; review and approve all procurement documents and purchase orders; ensure expenditures conform to approved budgets (10 percent of the activity).
- **Personnel administration.** Develop department policies and work rules; interpret City personnel rules, policies and employment contracts; develop and coordinate in-service safety and training programs (15 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	218,744	217,650	229,180	229,180
Utilities and Communications	2,014	1,900	2,900	2,900
Supplies, Materials and Services	17,175	16,945	16,290	20,090
Minor Capital	1,326		8,500	
Other Payments				
Total	239,259	236,495	256,870	252,170

## GENERAL GOVERNMENT

ACTIVITY: Public Works Administration  
DEPARTMENT: Public Works

PROGRAM: General Administration  
FUND: General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Public Works Director	1	1	1	1
Administrative Assistant	1	1	1	1
Department Secretary	1	1	1	1
Administrative Clerk II	1	1	1	1
Total	4	4	4	4
Temporary Positions:				
Full-time equivalents	.2	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-96 Replace copier (\$8,500)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-96: Update Department Safety Program
- \* 1995-96: Update Department Policy Manual
- \* 1995-96: Develop more inclusive overhead rates for each Public Works Department
- \* 1995-96: Develop Departmental Disciplinary Action Manual
- \* 1995-96: Review and evaluate Utility Franchise Agreements
- \* 1995-96: Develop objectives for each division the Department's Mission and Value Statement

### RELATED COST CENTERS

Public Works Administration (10-301.01)

## GENERAL GOVERNMENT

**ACTIVITY:** City Attorney  
**DEPARTMENT:** City Attorney

**PROGRAM:** Legal Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The City Attorney activity reviews, monitors and evaluates the conduct of City activities for conformance with laws, regulations, policies and rules; represents the City in civil litigation; and ensures that violators of city laws are prosecuted. Activity goals are: 1) to reduce the City's liability exposure; and, 2) to provide timely and complete legal advice and services. This activity has five major elements:

- \* **Legal review and advice.** Review ordinances, resolutions, contracts and advise on employment issues (40 percent of the activity).
- \* **Advise and assist the City Council.** Orient new councilmembers on the services and functions of the City Attorney's Office; advise and assist the City Council and staff with proposed and existing legislation, policies and regulations; process citizen requests; anticipate problems; and, assist in resolving conflict (10 percent of the activity).
- \* **Legal representation.** Represent the City at council meetings and defend the City against litigation and claims and represent the City with other government agencies (30 percent of the activity).
- \* **Document preparation.** Prepare ordinances, resolutions, contracts, legal pleadings, reports, correspondence and other legal documents (10 percent of the activity).
- \* **Enforcement.** Enforce and prosecute violations of the municipal code (10 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	145,932	188,760	214,795	214,795
Utilities and Communications	283	475	1,075	1,075
Supplies, Materials and Services	24,901	28,405	28,835	28,835
Minor Capital	967			
Total	172,083	217,640	244,705	244,705

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
City Attorney	1	1	1	1
Deputy City Attorney	1	1	1	1
Legal Secretary	.5	.5	1	1
Total	2.5	2.5	3	3
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

## **GENERAL GOVERNMENT**

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**ACTIVITY:** City Attorney  
**DEPARTMENT:** City Attorney

**PROGRAM:** Legal Services  
**FUND:** General Fund

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### **MAJOR 1995-97 OBJECTIVES**

None

### **RELATED COST CENTERS**

Counsel and Legal Advice (10-035.01)

## GENERAL GOVERNMENT

**ACTIVITY:** City Clerk  
**DEPARTMENT:** City Clerk

**PROGRAM:** Records Administration  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The City Clerk activity records and preserves all city records as provided by the State of California Government Code and provides support and information to the City Council, public and staff. Activity goals are: 1) open and informed public decision making; 2) complete and accurate records of Council actions and policies; and 3) prompt response to requests for recorded information. This activity has seven major elements:

- \* **Information dissemination.** Prepare and coordinate publications; post ordinances, resolutions, public hearings, appointments, and other actions as required; respond to requests by Council, the public and staff (20 percent of the activity).
- \* **Agenda coordination.** Coordinate and schedule agenda items; and, review, assemble and distribute agenda reports (25 percent of the activity).
- \* **Recruitment.** Solicit and coordinate appointments to advisory bodies (10 percent of the activity).
- \* **Records management.** Record and preserve Council minutes; manage official records (ordinances, resolutions, deeds and contracts); and, codify and distribute the City's Municipal Code (20 percent of the activity).
- \* **Advising and assisting the City Council.** Orient new councilmembers on the services and functions of the City Clerk's Office; prepare Council correspondence and reports; schedule appointments; distribute information to advisory bodies and other government agencies involving the City Council (10 percent of the activity).
- \* **Ministerial duties.** Administer oaths of office; attest and seal official documents; receive claims against the City; and, process certain permits (10 percent of the activity).
- \* **Conflict of Interest.** Act as the filing officer; and, review and approve State disclosure statements (5 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	118,545	98,240	121,070	121,070
Utilities and Communications	2,916	2,900	3,000	3,000
Supplies, Materials and Services	18,165	18,860	16,340	16,340
Minor Capital	6,797			
Other Payments				
Total	146,423	120,000	140,410	140,410

## **GENERAL GOVERNMENT**

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**ACTIVITY:** City Clerk  
**DEPARTMENT:** City Clerk

**PROGRAM:** Records Administration  
**FUND:** General Fund

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	1993-94	1994-95	1995-96	1996-97
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
City Clerk	1	1	1	1
Deputy City Clerk	1	1	1	1
Administrative Clerk I/II	0	0	1	1
Total	2	2	3	3
Temporary Positions:				
Full-time equivalents	.5	.5	0	0

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1995-96 Administrative Clerk (\$20,010)

### **MAJOR 1995-97 OBJECTIVES**

- \* 1995-97: Computerize records, contracts and other documents maintained for City and other agencies.

### **RELATED COST CENTERS**

City Clerk Administration (10-001.01)

## **GENERAL GOVERNMENT**

**ACTIVITY:** Elections  
**DEPARTMENT:** City Clerk

**PROGRAM:** Election Administration  
**FUND:** General Fund

### **ACTIVITY DESCRIPTION**

The Elections activity conducts City elections for elective offices, initiatives, referenda and recalls. Activity goals are: 1) elections which conform to the State elections code; and, 2) a high level of voter registration and turnout. This activity has two major elements:

- **Election administration.** Conduct regular and special elections; process and certify nomination and candidate statements and citizen generated petitions; prepare and advertise legal notifications in compliance with State regulations; review and update the City's election manual; and, assist with voter registration and absentee ballot application (70 percent of the activity).
- **Disclosure reporting.** Process and file campaign financial disclosure statements; and oversee preparation of candidate conflict of interest statements (30 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	575	6,125	420	420
Utilities and Communications		400		450
Supplies, Materials and Services	8,332	16,000	2,200	15,050
Minor Capital				
Other Payments				

	1993-94	1994-95	1995-96	1996-97
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Temporary Positions:				
Full-time equivalents	.5	.5	0	0

### **MAJOR 1995-97 OBJECTIVES**

None

### **RELATED COST CENTERS**

Election (10-001.02)



## GENERAL GOVERNMENT

**ACTIVITY:** Personnel Services  
**DEPARTMENT:** Personnel

**PROGRAM:** Administrative Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Personnel Services activity is responsible for developing, advising and enforcing human resource programs by policies, rules, regulations and legislation; advising staff and Council on personnel matters and relations; promoting compliance with existing personnel rules, regulations, policies and legal mandates; overseeing the City's personnel classification and pay program; and developing and administering the City's employee training programs. Activity goals are: 1) to recruit and retain highly qualified, well-trained and motivated employees; 2) to provide responsive and professional service to City employees and the public; and, 3) to follow fair and objective personnel practices. This activity has six major elements:

- \* **Employee recruitment and selection.** Develop recruitment strategies and conduct examinations for hiring employees (20 percent of the activity).
- \* **Personnel services.** Coordinate personnel support services to include: processing employment inquiries/verifications, pre-employment and fitness for duty medical examinations, drug testing and personnel actions; performance appraisal management; maintain official personnel files; and maintain official personnel policies and procedures (25 percent of the activity).
- \* **Benefit administration.** Manage the City's benefit programs: health insurance plans, retirement services, employee assistance services, long-term disability insurance, deferred compensation, flexible spending plans and other city self-insured benefits (20 percent of the activity).
- \* **Employer/employee relations.** Advise and assist staff in resolving complaints in the work place and interpretation of employment agreements (MOU's, policies, rules, etc.); advise and assist in preparing disciplinary actions; advise and assist negotiating employment, compensation and benefit agreements; conduct and analyze negotiation surveys (17.5 percent of the activity).
- \* **Classification and pay.** Develop and maintain the City's position classification and pay system; evaluate and determine employee classification and pay for new and existing positions; and, maintains official pay and classification files (10 percent of the activity).
- \* **Equal employment opportunity and affirmative action.** Ensure employment decisions are nondiscriminatory and without artificial barriers to recruitment, examination and promotion practices; develop, maintain and monitor City's affirmative action plan; and respond to complaints of alleged violation (7.5 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	175,574	164,455	186,730	186,730
Utilities and Communications	1,599	2,000	2,400	2,400
Supplies, Materials and Services	34,972	30,500	68,200	48,200
Minor Capital	970		5,800	
Other Payments				
Total	213,115	196,955	263,130	237,330

## GENERAL GOVERNMENT

ACTIVITY: Personnel Services  
DEPARTMENT: Personnel

PROGRAM: Administrative Services  
FUND: General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Personnel Director	1	1	1	1
Personnel Analyst	1	1	1	1
Personnel Technician	1	1	1	1
Administrative Clerk	1	0	1	1
Total	4	3	4	4
Temporary Positions:				
Full-time equivalents	0	.9	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-97: Classification and compensation study (\$20,000)
- \* 1995-97: Copy machine (\$5,800)
- \* 1995-97: Administrative Clerk I/II position (\$21,820)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-96: Implement Administrative Policy and Procedures
- \* 1995-96: Begin city wide "for cause" drug testing
- \* 1995-96: Develop system to centralize claims management for grievances, disabilities, retirement, discrimination and workers compensation
- \* 1995-96: Assist in negotiations with maintenance and operators, fire, general services and dispatch bargaining units
- \* 1996-97: Assist in negotiations with police
- \* 1996-97: Implement an automated human resources management program
- \* 1996-97: Implement recommendations from the classification study

### RELATED COST CENTERS

Personnel Administration (10-040.02)

## GENERAL GOVERNMENT

**ACTIVITY:** City Wide Training  
**DEPARTMENT:** Personnel

**PROGRAM:** Training & Development  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The City wide Training activity is responsible for promoting a quality workforce by providing training and development opportunities to employees to increase productivity, and enhance the overall effectiveness of staff.

- \* Employee training and development. Develop programs to promote training of employees (100 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services			6,300	6,300
Minor Capital				
Other Payments				
Total			6,300	6,300

### STAFFING SUMMARY

None

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-96 San Joaquin Valley Consortium (\$1,800)
- \* 1995-96 General Supervisory Training (\$1,000)
- \* 1995-96 Drug & Alcohol Training (\$500)
- \* 1995-96 Sexual Harassment training (\$500)
- \* 1995-96 Performance Evaluation training (\$2,500)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-96: Train staff and begin management performance evaluation program
- \* 1995-96: Develop and train supervisors on administrative procedures and methods of disciplinary actions
- \* 1996-97: Obtain management training of employment and labor relations matters

### RELATED COST CENTERS

Training - City Wide (10-040.04)

## **GENERAL GOVERNMENT**

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**ACTIVITY:** Risk & Solid Waste Management  
**DEPARTMENT:** Administration

**PROGRAM:** Administrative Services  
**FUND:** General Fund

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### **ACTIVITY DESCRIPTION**

The Risk & Solid Waste Management activity reduces risk of incidents and protects the City from liability due to losses; assists management and employees in reducing work related injuries and disease; promotes health and fitness; oversees refuse collection, industrial waste and recycling franchise agreements; and, enforcement of the property maintenance ordinance. Activity goals are: 1) reduce and eliminate avoidable incidents; 2) reduce City's exposure to risk; ensuring adequate and appropriate insurance coverage for liability due to losses; 3) promote a physically and mentally healthy work force; 4) efficient and reliable solid waste collection and disposal; 5) maximum diversion feasible of solid waste from the landfill; and, 6) reduce or eliminate environmental blight in community. This activity has four major elements:

- **Loss control activities (50 percent of the activity)**

**Liability claims administration.** Review general liability claims against the City and recommend appropriate administrative action (20 percent of the activity).

**Workers' compensation claims administration.** Review employee injury claims against the City and recommend appropriate administrative action (50 percent of the activity).

**Insurance review.** Ensure that contractors and special event sponsors carry adequate insurance to protect the City, review the City's self-insurance provisions to ensure adequate funding to cover losses (15 percent of the activity).

**Safety improvement.** Identify safety risks and recommend corrective actions (10 percent of the activity).

**Health and fitness education.** Develop and sponsor classes on health and fitness (5 percent of the activity).

- **General liability, property and workers compensation insurance (10 percent of the activity)**

**Liability.** Provide general liability coverage to \$10 million with a self-insured retention of \$500,000 (77 percent of the purchased insurance)

**Property.** Provide coverage for property and damage loss (8 percent of the purchased insurance).

**Workers Compensation.** Provide workers compensation coverage up to statutory limits with a self-insured retention of \$250,000 (15 percent of the purchased insurance).

- **Solid waste management (20 percent of the activity)**

**Solid waste planning and coordination.** Review and develop solid waste and household hazardous waste management plans; and coordinate these activities with regional agencies (70 percent of the program).

**Solid waste franchise administration.** Ensure compliance with franchise agreements, receive and evaluate customer complaints, and review rate adjustment requests (30 percent of the program).

- **Property maintenance activities (20 percent of the activity)**

**Property maintenance standards.** Develop and recommend property maintenance standards for cleanliness within the City and neighborhoods (10 percent of the program).

## GENERAL GOVERNMENT

ACTIVITY: Risk & Solid Waste Management  
DEPARTMENT: Administration

PROGRAM: Administrative Services  
FUND: General Fund

**Code enforcement.** Investigate violations of the property maintenance ordinance and issue abatement orders (70 percent of the program).

**Education and promotion.** Coordinate special clean up events; act as liaison to Eastside Improvement Committee representatives, neighborhood residents and tenants and provide information on property maintenance standards (20 percent of the program).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	99,139	52,530	71,415	71,415
Utilities and Communications	490	600	400	400
Supplies, Materials and Services	18,852	23,525	40,025	20,030
Minor Capital	30,530		600	
Other Payments	21,935	35,000		
Total	170,946	111,655	112,440	91,845

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Admin. Assistant to the City Manager	1	0	0	0
Risk Management Technician	1	1	1	1
Code Enforcement Officer	0	0	1	1
Total	2	1	2	2
Temporary Positions:				
Full-time equivalents	0	.3	.6	.6

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-96 Increase hours for Code Enforcement Officer (\$17,150)
- \* 1995-96 Increase hours for Admin Clerk part-time (\$8,300)
- \* 1995-96 Zoning Regulation Contract (\$20,000)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Reduce or prevent trip and fall incidents by coordinating with Public Works on the sidewalk maintenance program.
- \* 1995-97: Support initiatives to remove railroad tracks from Lodi Avenue
- \* 1995-97: Develop programs to reduce heart attacks and heart injury
- \* 1995-97: Achieve 25 % diversion of solid waste to landfill in 1995 as required under AB 939
- \* 1995-97: Establish automated tracking of property maintenance complaints

### RELATED COST CENTERS

Damage to City Property (10.0-015.01)  
Community Improvement (10.0-020.08)  
Risk Management (10-040.03)

## GENERAL GOVERNMENT

**ACTIVITY:** Information Systems  
**DEPARTMENT:** Administration

**PROGRAM:** Administrative Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Information Systems activity develops and coordinates the City's information system. Activity goals include: 1) long-range policies and standards for acquiring, maintaining and replacing equipment and software; and 2) responsive and on-going support and training for computer equipment and software, telephones, central copy machines and other miscellaneous equipment. This activity has three major elements:

- **Policies and standards.** Develop, implement and manage information system policies and standards for computer hardware and software acquisition, maintenance, and replacement. (30 percent of the activity).
- **System support.** Provide for on-going maintenance and training of equipment and personnel to ensure full utilization and equipment and software. (40 percent of the activity).
- **Other systems and equipment.** Manage and maintain City's support equipment and systems to include telephone system and centralized copy equipment and printers. (30 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing		53,636	57,455	57,455
Utilities and Communications				
Supplies, Materials and Services		7,815	7,800	7,800
Minor Capital				
Other Payments				
Total		61,451	65,255	65,255

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Information System Coordinator	0	1	1	1
Total	0	1	1	1
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

None Submitted

### RELATED COST CENTERS

Information Systems (10.0-041.01)

## GENERAL GOVERNMENT

ACTIVITY: Finance Administration  
DEPARTMENT: Finance

PROGRAM: Administrative Services  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Finance Administration activity provides financial and other support services to include: financial planning; accounting; cashier services; investment; billing and tax administration; utility meter reading; parking enforcement; data processing, mail processing, purchasing, and collection services. Activity goals include: 1) efficient, effective and responsive service; 2) accurate and timely reporting; and 3) protection of the City's assets from unauthorized use. This activity has four major elements:

- \* **Leadership and administration.** Plan, organize, direct, coordinate and review services and activities of the Department; establish rules, procedures and policies to provide for the day to day conduct of services, staff training and personnel management in accordance with City policies; foster and promote a positive and efficient work place; recognize and reward excellent performance; and make decisions (10 percent of the activity).
- \* **Accounting and financial planning.** Coordinate preparation of the City's financial plan and budget; provide accounting services and financial reports; and, review, analyze and evaluate financial procedures for accuracy and completeness; guide and direct preparation of financial reports, studies and plans (30 percent of the activity).
- \* **Revenue management.** Provide billing and collection services; oversee investment of City funds; manage and administer debt financing; and develop cost recovery programs (30 percent of the activity).
- \* **Support services.** Provide administrative support services to include; data processing; purchasing; meter reading; parking enforcement; mail and distribution; and, other services authorized by the City Manager and Council (30 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	155,753	146,767	234,205	234,205
Utilities and Communications	1,318	1,500	1,200	1,200
Supplies, Materials and Services	49,433	74,933	51,625	51,625
Minor Capital	5,698	1,000		
Other Payments	15			
Total	212,217	224,260	287,030	287,030

## GENERAL GOVERNMENT

**ACTIVITY:** Finance Administration  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Finance Director	1	1	1	1
Department Secretary	1	1	0	0
Parking Enforcement Assistant	0	0	1	1
Account Clerk	1	0	0	0
Support Services Supervisor	0	0	1	1
Total	3	2	3	3
Temporary Positions:				
Contract Employee	0	0	1	1
Full-time equivalents	0.6	1.6	0.8	0.8
Total	0.6	1.6	1.8	1.8

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Develop program to help low income customers afford city utility services
- \* 1995-97: Identify permanent source of funding to finance park maintenance, street lights, community center and library services
- \* 1995-97: Develop a Purchasing Policy Manual
- \* 1995-97: Develop policies to assist businesses finance development fees and charges

### RELATED COST CENTERS

Finance Administration (10-050.01)



## GENERAL GOVERNMENT

**ACTIVITY:** Accounting Services  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Accounting Service activity maintains and controls the City's financial records and books of original entry; prepares, analyzes and publishes financial reports; records debt obligations; maintains cost accounting systems and fixed asset records; prepares payroll and associated reports; and, pays invoices for purchases made by City. Activity goals are: 1) to maintain accurate and complete records; 2) to provide timely and accurate financial reports; 3) to provide quality service to employees and City customers; and, 4) to protect the financial integrity of the City. This activity has five major elements:

- \* **Leadership and administration.** Plan, organize, direct, coordinate and review the City's accounting operations and services; establish rules, procedures and policies to provide for the day to day conduct of accounting operations; advise and assist the Finance Director and staff on accounting policies and procedures; foster and promote a positive and efficient work place; recognize and reward excellent performance; and make decisions (10 percent of the activity).
- \* **Accounting and reporting.** Collect, organize, process, analyze and classify the City's financial transactions for preparation of interim and annual financial reports; distribute reports and respond to inquiries; maintain books of original entry and other financial records; and, conduct financial analysis studies (30 percent of the activity).
- \* **Conduct annual audit.** Assist City auditors in conducting the annual audit; prepare and distribute the City's annual financial reports, single audit report and management letter; and, prepare the City's response to recommendations made by the auditors (10 percent of the activity).
- \* **Budget preparation and management.** Advise and assist in preparing the City's financial plan and budget; develop budget policies and prepare projections, analysis, and source data; prepare and publish the City's financial plan and budget; and, assist staff with budget preparation (20 percent of the activity).
- \* **Accounting services.** Provide payroll and accounts payable services; prepare and distribute reports; and, respond to employee and customer inquiries as required (30 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	285,881	293,270	306,475	306,475
Utilities and Communications	3,403	3,475	4,800	4,800
Supplies, Materials and Services	17,584	22,575	25,175	25,175
Minor Capital	3,499	2,500	3,500	3,500
Other Payments				
Total	310,367	321,820	339,950	339,950

## GENERAL GOVERNMENT

**ACTIVITY:** Accounting Services  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Accounting Manager	1	1	1	1
Accountant	1	1	1	1
Accounting Technician	1	1	1	1
Account Clerk	4	4	4	4
Total	7	7	7	7
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1994-96 OBJECTIVES

- \* 1995-97 Eliminate storage of prior years "hard copy" of payroll and accounting reports.
- \* 1995-97: Coordinate the review, identification and evaluation of financial information system software package
- \* 1995-97: Develop and implement a City wide fixed asset inventory system
- \* 1995-97: Establish training standards and program for payroll technician

### RELATED COST CENTERS

Finance Accounting (10-050.03)

## GENERAL GOVERNMENT

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ACTIVITY:	Revenue Services	PROGRAM:	Administrative Services
DEPARTMENT:	Finance	FUND:	General Fund

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### ACTIVITY DESCRIPTION

The Revenue Service activity collects, protects and invests the City's funds; maintains liaison with the City's designated depositories (banks); advises the staff on tax policies; collects taxes, and issues bills; issues utility and other miscellaneous bills of the City; administers and manages the parking collection contract; and assists in preparing the annual budget and financial reports. Activity goals are: 1) to provide timely, efficient and accurate service to staff and customers; 2) to ensure the maximum return on the City's invested funds; 3) to protect City funds from unauthorized use, diversion or theft; and, to promote positive customer relations. This activity has six major elements:

- \* **Leadership and administration.** Plan, organize, direct, coordinate and review the City's billing, collection and fund control operations; establish rules, procedures and policies to provide for the day to day conduct of revenue operations; advise and assist Finance Director and staff on revenue policies and procedures; foster and promote a positive and efficient work place; recognize and reward excellent performance; and make decisions (10 percent of the activity).
- \* **Collection services.** Prepare, collect and reconcile city bills for utilities and other miscellaneous receivables (60 percent of the activity).
- \* **Tax administration and services.** Develop and recommend tax policies and legislation; prepare, collect and/or monitor taxes due the City; enforce provisions of City legislation for collection of locally administered and collected taxes; and, reconcile and analyze tax revenues to annual estimates (10 percent of the activity).
- \* **Investment of City funds.** Advise and assist the Finance Director invest City funds in accordance with the City's investment policy; record, track, analyze and report on City investments; development and recommend investment policies; and, prepare the City's monthly investment report. (10 percent of the activity).
- \* **Administration of parking citations.** Administer and manage the parking citation collection contract; receive, distribute and deposit parking revenues; reconcile and adjust collections, delinquencies and DMV holds; and, reconcile reports with information from other agencies (5 percent of the activity).
- \* **Budget preparation.** Assist and advise Finance Director and staff develop revenue projections for the City's financial plan and budget; track and reconcile projected revenues to actual projections; recommend mid-year adjustments; and prepare cash flow projections (5 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	349,606	362,010	384,155	384,155
Utilities and Communications	78,829	91,120	98,410	98,410
Supplies, Materials and Services	40,968	58,600	60,950	60,950
Minor Capital	723	1,000	1,000	1,000
Other Payments				
Total	470,126	512,730	544,515	544,515

## GENERAL GOVERNMENT

**ACTIVITY:** Revenue Services  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Revenue Manager	1	1	1	1
Senior Account Clerk	2	2	2	2
Account Clerk	6	6	6	6
Total	9	9	9	9
Temporary Positions:				
Full-time equivalents	2.5	2.5	2.5	2.5

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97 Assist in review and selection of computer software for cashier system and utility billing system
- \* 1995-97: Review and evaluate utility billing system and policies and make recommendations to improve efficiency, effectiveness and customer relations
- \* 1995-97: Implement a cash and investment management system
- \* 1995-97 Install a five year billing and payment history on INACTIVE utility accounts

### RELATED COST CENTERS

Finance Revenue Division (10-050.05)

## GENERAL GOVERNMENT

**ACTIVITY:** Data Processing  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Data Processing activity provides centralized data processing and programming services for City Departments; provides advice and assistance to staff on the use, application and operation of central computer services; advises and assists staff in the development of applications and/or purchase of "canned" programs and applications; and, maintains and operates the City's computer mainframe. Activity goals are: 1) to provide efficient, effective and responsive service; 2) to maintain current programs and applications at levels necessary to conduct operations; 3) to assist staff increase productivity through data processing service; and 4) to maintain operations 24 hour per day. This activity has six major elements:

- \* **Leadership and administration.** Plan, organize, direct, coordinate and review the City's data processing services and operations; establish rules, procedures and policies to provide for the day to day conduct of data processing operations; advise and assist the Finance Director and staff on data processing policies and procedures; foster and promote a positive and efficient work place; recognize and reward excellent performance; and make decisions (10 percent of the activity).
- \* **Operations.** Maintain and operate system applications (payroll, utility billing, police files, etc.) in support of City departments; maintain and operate general support applications (word processing, spread sheet, etc.) in support of City departments; and, maintain and operate peripheral equipment (25 percent of the activity).
- \* **System maintenance.** Maintain central computers; provide backup and recovery support; repair and replace defective equipment; monitor and analyze uses of storage and operating capacity; and, recommend and advise on expanding hardware and software capacity (15 percent of the activity).
- \* **Application maintenance.** Correct, adjust and update defective applications; advise and assist users to update applications; and, assist and advise users with changing application technology (15 percent of the activity).
- \* **User support.** Advise and assist users in assessing needs, applications and equipment requirements; provide other general support services; and, assist in identifying efficiency measures which can be achieved through a central computer service (20 percent of the activity).
- \* **Software development.** Enhance, design and implement systems and programs to meet user needs (15 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	218,304	220,320	229,865	229,865
Utilities and Communications	133	100	1,100	1,100
Supplies, Materials and Services	83,072	80,975	44,590	45,985
Minor Capital	4,205		21,400	13,300
Other Payments				
Total	305,714	301,395	296,955	290,250

## GENERAL GOVERNMENT

**ACTIVITY:** Data Processing  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Data Processing Manager	1	1	1	1
Senior Programmer/Analyst	2	2	2	2
Operations Specialist	1	1	1	1
Total	4	4	4	4
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-97 Printer (\$8,300)
- \* 1995-97 System Printer (\$8,100)
- \* 1995-97 Backup Tape Drive (\$5,000)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Coordinate computer relocation to the City Hall "Annex"
- \* 1995-97: Modify Business License System
- \* 1995-97: Develop a "Bulletin Board" System
- \* 1995-97: Utility Billing System Upgrades: Billing Proration; Vacation Billing Rates; Third Party Notification; Delinquent Notices; Scheduled Billing
- \* 1995-97: Convert Applications to "Native"
- \* 1995-97: Implement Version 3 of the AS/400 System Software
- \* 1995-97: Establish a stable and productive "Client/Server" system
- \* 1995-97: Eliminate unnecessary "hard-copy" printout

### RELATED COST CENTERS

Finance Data Processing (10-050.06)

## GENERAL GOVERNMENT

**ACTIVITY:** Purchasing  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Purchasing activity provides centralized purchasing and procurement services; centralized inventory management and distribution services; centralized disposal of surplus equipment, supplies and material; and maintains lists of approved suppliers, vendors and contractors. Activity goals are: 1) to obtain the best value for supplies, material and equipment purchased by the City; 2) to maintain essential levels of common supplies, materials and forms needed to conduct day to day City operations; and, 3) to provide efficient, effective and responsive service to staff, vendors and suppliers. This activity has four major elements:

- \* **Leadership and administration.** Plan, organize, direct, coordinate and review the City's purchasing services and operations; establish rules, procedures and policies to provide for the day to day conduct of purchasing operations; advise and assist the Finance Director and staff on purchasing policies and procedures; foster and promote a positive and efficient work place; recognize and reward excellent performance; and make decisions (5 percent of the activity).
- \* **Purchasing services.** Obtain product and pricing information; identify sources of supply; write and assist in writing specifications; negotiate, obtain bids and purchase supplies and equipment; process purchase orders and invoices; obtain and maintain warranty/maintenance information; and resolve problems (60 percent of the activity).
- \* **Inventory services.** Maintain and manage inventory of \$1.5 million of equipment, electrical supplies, janitorial supplies and common office supplies and forms and janitorial supplies; distribute and deliver supplies, materials and supplies to departments; and, inspect supplies, materials and forms for conformance with City's specifications. (30 percent of the activity).
- \* **Disposal services.** Dispose of surplus material and equipment as required (5 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	211,118	216,480	214,385	214,385
Utilities and Communications	5,177	5,800	6,115	6,115
Supplies, Materials and Services	21,713	28,335	24,725	24,725
Minor Capital				
Other Payments				
Total	238,008	250,615	245,225	245,225

**GENERAL GOVERNMENT**

**ACTIVITY:** Purchasing  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

	1993-94	1994-95	1995-96	1996-97
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Purchasing Officer	1	1	1	1
Buyer	1	1	1	1
Storekeeper/Buyer	1	1	1	1
Storekeeper	1	1	1	1
Purchasing Assistant	1	1	1	1
Total	5	5	5	5
Temporary Positions:				
Full-time equivalents	0	0	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR 1995-97 OBJECTIVES**

- \* 1995-97: Implement a computerized purchasing and inventory system
- \* 1995-97: Develop a Purchasing Policy Manual

**RELATED COST CENTERS**

Finance Purchasing (10-050.02)



## GENERAL GOVERNMENT

**ACTIVITY:** Field Services  
**DEPARTMENT:** Finance

**PROGRAM:** Organization Support Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Field Services activity reads, collects the read data and reports electric and water consumption on metered customers; connects and disconnects authorized customers to City utilities; issues final notices to delinquent customers; disconnects customers for non-payment, no signature, no identification, no rental agreement, returned check; identifies and pursues unauthorized or illegal use of City utilities; assists customers with complaints and requests; and, maintains active file of terminated customers for Finance and Utility Departments' use. Activity goals are: 1) to provide timely and accurate meter reads; 2) to resolve or collect delinquent accounts within 60 days; and, 3) to provide efficient, effective and responsive services. This activity has four major elements:

- \* **Leadership and administration.** Plan, organize, direct, coordinate and review the City's field service operations; establish rules, procedures and policies to provide for the day to day conduct of employees; advise and assist the Finance Director and staff on utility policies and procedures; assist in the preparation of the budget for the Field Services Unit; assist with and perform a variety of personnel actions including selections, promotions, performance evaluations, disciplinary measures and dismissals; attend weekly Executive Meetings; oversee and schedule vehicles for service; verify and sign payroll forms; approve vacation schedule; pick up gasoline usage tags; plan and conduct monthly Safety Section meetings; take postage meter to Post Office; interact effectively and courteously with the public; foster and promote a positive and efficient work place; recognize and reward excellent performance; and make decisions (15 percent of the activity).
- \* **Data reading and collection.** Collect and report readings from metered customers (40 percent of the activity).
- \* **Service connections and collections.** Connect and disconnect services for authorized customers; issue final notices to delinquent customers; disconnect unauthorized customers; maintain list of terminated customers for Finance and Utility Departments' use; fill out daily work report; check sealed accounts, and perform related duties as required (30 percent of the activity).
- \* **Customer services.** Assist and advise customers with complaints or requests for information. Maintain meter routes; assign new accounts; and, work closely with Billing and Collection staff (15 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	325,490	302,590	270,900	270,900
Utilities and Communications	3,681	2,500	6,500	6,500
Supplies, Materials and Services	33,200	38,695	35,575	34,975
Minor Capital	919			
Other Payments				
Total	363,290	343,785	312,975	312,375

## GENERAL GOVERNMENT

**ACTIVITY:** Field Services  
**DEPARTMENT:** Finance

**PROGRAM:** Organization Support Services  
**FUND:** General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Field Services Supervisor	1	0	0	0
Customer Services Supervisor	0	0	1	1
Accounts Collector	2	2	1	1
Meter Reader	4	4	4	4
Parking Enforcement Assistant	1	1	0	0
Total	8	7	6	6
Temporary Positions:				
Full-time equivalents	2	2.6	1.5	1.5

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97 Implement Energy Theft Diversion program

### RELATED COST CENTERS

Finance Field Services (10-050.07)

## GENERAL GOVERNMENT

**ACTIVITY:** Building Maintenance  
**DEPARTMENT:** Public Works

**PROGRAM:** Organization Support Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Building Maintenance activity provides for the operation and maintenance of following City buildings except for Parks and Recreation facilities, Hutchins Street Square and the Library; and, administers building construction projects.

City Hall	20,000 sq. ft.	Carnegie Forum	10,200 sq. ft.
Public Safety Building	35,300 sq. ft.	City Hall Annex	7,200 sq. ft.
Fire Prevention Building	2,000 sq. ft.	Fire Station #2	6,300 sq. ft.
Municipal Service Center	58,300 sq. ft.	Fire Station #3	5,700 sq. ft.

Activity goals are: 1) attractive buildings; 2) productive work environment; 3) safe and energy efficient buildings; 4) a positive image for the City; and 5) maximum building service life. This activity has three major elements:

- **Administration.** Provide overall direction, supervision and planning (12 percent of the activity)
- **Maintenance and remodeling.** Perform general and preventive maintenance, carpentry, painting, plumbing, electrical and mechanical repairs and improvements (80 percent of the activity).
- **Contract administration.** Coordinate and manage contracts for janitorial and other maintenance services, remodel and repair projects and provide contract administration on major remodel and construction projects including all phases from planning to project construction (8 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	181,808	117,700	117,915	117,915
Utilities and Communications	217,544	202,170	195,365	195,365
Supplies, Materials and Services	228,274	185,435	209,625	201,575
Work for Others		2,185	750	750
Minor Capital		1,190	3,235	3,235
Other Payments	417			
Total	628,043	508,680	526,890	518,840

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Build & Equip Maint Superintendent	.5	.5	.5	.5
Senior Build Maint Worker	1	1	1	1
Building Service Worker	1	1	1	1
Total	2.5	2.5	2.5	2.5
Temporary Positions:				
Full-time equivalents	0	0	0	0

## **GENERAL GOVERNMENT**

---

**ACTIVITY:** Building Maintenance  
**DEPARTMENT:** Public Works

**PROGRAM:** Organization Support Services  
**FUND:** General Fund

---

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

### **MAJOR 1995-97 OBJECTIVES**

- \* 1995-97: Select & install a preventive maintenance and work order software program
- \* 1995-97: Develop a Roof Maintenance Plan and Prevention Maintenance and Capital Replacement Schedule
- \* 1995-97: Work with City's ADA committee to develop ADA priorities
- \* 1995-97: Develop City-wide HVAC preventive maintenance program
- \* 1995-97: Develop & implement plan for CFC conversions in all HVAC systems
- \* 1995-97: Evaluate Building Maintenance manpower needs for expanding and additional City Facilities

### **RELATED COST CENTERS**

City Building Maintenance (10-351.01)

## GENERAL GOVERNMENT

**ACTIVITY:** Equipment Maintenance and Motor Pool  
**DEPARTMENT:** Public Works

**PROGRAM:** Organization Support Services  
**FUND:** Equipment Service Fund

### ACTIVITY DESCRIPTION

The Equipment Maintenance activity provides maintenance, repair and operation of City vehicles and equipment (except larger trucks in the Fire Department and mowers and scooters in the Parks Department). Activity goals are: 1) safe and reliable city vehicles and equipment; 2) maximum service life; and 3) a positive image for the City. This activity has six major elements:

- \* **Administration.** Direct, supervise, and plan equipment maintenance activities; provide clerical and administrative support; establish shop rules and procedures; train and develop staff; promote and foster a positive and efficient work place; and maintain shop materials and supplies. (20 percent of the activity)
- \* **Repairs.** Repair malfunctions and overhaul engines and transmissions (15 percent of the activity).
- \* **Preventive maintenance.** Schedule, inspect and service vehicles, heavy equipment and other equipment (15 percent of the activity).
- \* **Vehicle operations.** Purchase and provide gas, oil, tires and miscellaneous parts for vehicles and equipment (40 percent of the activity).
- \* **Fabrication and repair.** Fabricate parts and equipment; and, perform welding and machine work as needed (5 percent of the activity).
- \* **Motor pool operations.** Provide and maintain a pool of vehicles and equipment for use by staff in conducting City business as needed (5 percent of the activity).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	348,516	366,100	466,820	466,820
Utilities and Communications	438	535	415	415
Supplies, Materials and Services	411,694	418,610	412,695	428,045
Minor Capital		3,485	2,500	2,500
Other Payments	2,212	4,510	3,900	3,900
Total	762,859	793,240	886,330	901,680
Revenues by Transfer	750,260	778,265	886,330	901,680
Operating Transfers	12,599	14,975		
Total	0	0	0	0

## GENERAL GOVERNMENT

**ACTIVITY:** Equipment Maintenance and Motor Pool  
**DEPARTMENT:** Public Works

**PROGRAM:** Organization Support Services  
**FUND:** General Fund

	1993-94	1994-95	1995-96	1996-97
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Administrative Clerk I/II	0	0	1	1
Build & Equip Maint Superintendent	.5	.5	.5	.5
Equip Maintenance Supervisor	1	1	1	1
Heavy Equipment Mechanic	4	4	4	4
Lead Equipment Mechanic	1	1	1	1
Welder/Mechanic	1	1	1	1
Total	7.5	7.5	8.5	8.5
Temporary Positions:				
Full-time equivalents	.98	.98	.25	.25

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1995-96: Administrative clerk (\$15,710)
- \* 1995-96 Consulting Services (\$3,300)

### MAJOR 1995-97 OBJECTIVES

- \* 1995-97: Complete the following minor capital maintenance projects:
  - Upgrade and renovation of wash-down system
  - Fuel card system
  - Fuel tank monitoring system
- \* 1995-97: Expand use of computer based equipment management system (staff time plus \$2,000 for training)
- \* 1995-97: Identify projects and prepare Request for Proposal for Motor Vehicle Emission Reduction Program (staff time only)
- \* 1995-97: Evaluate manpower needs for transit system and general City fleet and equipment expansion (staff time only)
- \* 1995-97: Evaluate garage expansion (staff time only)
- \* 1995-97: Evaluate privatization of equipment maintenance/repairs (staff time only)
- \* 1995-97: Plan for and development of Alternative Fueled Vehicles/Equipment including fueling site(s)
- \* 1995-97: Expand vehicles in motor pool and add vehicles which are alternatively fueled
- \* 1995-97: Implement fuel card system at the Public Safety Building

### RELATED COST CENTERS

Equipment Maintenance Administration (10-551.01)  
Equipment Maintenance (10-556.01)  
Motor Pool (10-551.02)

## GENERAL GOVERNMENT

**ACTIVITY:** General Support  
**DEPARTMENT:** Administration

**PROGRAM:** Non-Departmental Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The General Support activity is for programming and administering indirect costs not easily charged to operating activities or projects. The activity goal is to establish cost effective budgeting and accounting for indirect costs. This activity has eight major elements:

- \* **City memberships.** Fund for the cost of memberships in organizations which represent, assist, provide training and promote the interests of the City as a whole (\$7,000).
- \* **Audit services.** Fund for the cost of the City's annual and interim audits by outside auditors (\$40,000).
- \* **Property tax administration.** Fund County's charges for tax administration (assessment, collection and payment) (\$100,750).
- \* **Telephone services.** Fund and plan for local and long distance telephone services (\$121,900).
- \* **Sister city relations.** Fund the City's share of activities sponsored by the Sister City Committee (\$425).
- \* **Copier services.** Fund cost of central copier at City Hall (\$15,120).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	207,633			
Utilities and Communications	100,670	90,318	115,025	115,025
Supplies, Materials and Services	70,620	62,495	69,620	69,620
Minor Capital		6,860	1,300	
Other Payments	88,231	118,000	100,750	100,750
Total	467,154	277,673	286,695	285,395

### STAFFING SUMMARY

None. Staffing provided through Administration and Public Works

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### RELATED COST CENTERS

Sister City (10.0-020.04)  
Special Payments Administration (10.0-020.05)  
Photocopy Charges (10-024.01)  
Telephone Charges (10-024.02)

## GENERAL GOVERNMENT

**ACTIVITY:** Workers Compensation  
**DEPARTMENT:** Administration

**PROGRAM:** Non-Departmental Services  
**FUND:** Self-Insurance Fund

### ACTIVITY DESCRIPTION

The Workers Compensation activity provides funding for losses due to work related injuries, illness and lost labor hours. The activity goals are to: 1) establish a reasonable reserve level to protect the City from losses; and 2) pay claims timely and in accordance with policy, State law, court orders and decisions of the City Council. This activity has four major elements:

- **Administration.** To fund the cost of 3rd party administrator (\$60,025)
- **Legal services and other professional services.** To fund legal services (\$31,500)
- **Medical and rehabilitation.** To fund cost of medical, rehabilitation and educational services under workers compensation (\$422,000).
- **Disability payments.** To fund temporary and permanent disability payments (\$336,500).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services	387,836	434,375	481,525	481,525
Minor Capital				
Other Payments	1,140,170	294,000	368,500	368,500
Total	1,528,007	728,375	850,025	850,025
Internal Revenues	1,528,007	728,375	850,025	850,025
Net Cost	0	0	0	0

### STAFFING SUMMARY

None.

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None.

### MAJOR 1995-97 OBJECTIVES

See Risk and Solid Waste Management Activity

### RELATED COST CENTERS

Workers Compensation Charges (31-020.02)



## GENERAL GOVERNMENT

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**ACTIVITY:** General Liability  
**DEPARTMENT:** Administration

**PROGRAM:** Non-Departmental Services  
**FUND:** Self-Insurance Fund

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### ACTIVITY DESCRIPTION

The Public Liability activity provides funding for self-insurance, 3rd party administrators and insurance premiums to protect the City from losses sustained by members of the general public in the form of personal injuries, death, damage or destruction of property. The activity goals are to: 1) establish a reasonable reserve level to protect the City from losses; and 2) pay claims timely and in accordance with policy, court orders and decisions of the City Council. This activity has four major elements:

- \* **Insurance premium.** Monies paid by the City to the California Joint Power Risk Management Authority (CJPRMA) for liability insurance coverage between \$500 thousand and \$10 million (\$145,000) and to the California Transit Insurance Pool (CAL Tip) for 100% liability insurance coverage of transit operations (\$50,000).
- \* **Administrator.** Charges by 3rd party administrator to process claims, provide reports, account for City's funds and to contract for legal representation for the City in disputed claims (\$75,000).
- \* **Claims.** Monies programmed by City to pay claims approved by 3rd party administrator (\$175,000).
- \* **Small claims.** Monies programmed to pay small claims approved by City (\$15,000).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services	323,914	569,690	395,225	395,225
Minor Capital				
Other Payments	(147,759)	16,000	15,000	15,000
Total	176,156	585,690	410,225	410,225

### STAFFING SUMMARY

None.

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None.

### MAJOR 1995-97 OBJECTIVES

See Risk and Solid Waste Management Activity

### RELATED COST CENTERS

PL & PD Claims (30-020.02)

## GENERAL GOVERNMENT

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<b>ACTIVITY:</b>	Other Insurance	<b>PROGRAM:</b>	Non-Departmental Services
<b>DEPARTMENT:</b>	Administration	<b>FUND:</b>	Self-Insurance Fund

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### ACTIVITY DESCRIPTION

The Other Insurance activity is for programming and funding the cost of insurance purchased by the City to protect from loss of property, personal injuries, travel, maleficence of employees, and special events. The activity goal is to establish effective budgeting and accounting for the City's insurance. This activity has five major elements:

- \* **Property insurance.** Insurance for property and structures with self-insurance retention of \$25,000 (\$16,500).
- \* **Traveler's Insurance.** Life and medical insurance for management, mid-management employees and spouses when conducting business for the City in a travel status (\$1,200).
- \* **Employment insurance (surety).** Insurance to protect the City from maleficence by designated employees (\$2,775).
- \* **Special event insurance.** Insurance purchased for special events to protect the City from liability and property losses (reimbursed by sponsor).
- \* **Boiler and machinery insurance.** Insurance purchased by the City for losses to designated pumps and equipment (\$2,800).

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services				
Minor Capital				
Other Payments		18,940	20,475	20,475
Total		18,940	20,475	20,475

### STAFFING SUMMARY

None.

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

See Risk and Solid Waste Management

### RELATED COST CENTERS

Other Insurance (30.1-020.01)

## GENERAL GOVERNMENT

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**ACTIVITY:** Benefits Administration  
**DEPARTMENT:** Personnel

**PROGRAM:** Non-Departmental Services  
**FUND:** Benefits Fund

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### ACTIVITY DESCRIPTION

The Benefits Administration activity is for administering and paying for employee benefits as provided by agreement. The activity goal is to establish effective planning, budgeting and accounting for the City's benefits program. This activity has fifteen major elements:

- \* **Medical care.** To program and fund medical care benefits for employees (\$1,493,500) (Payroll charge)
- \* **Retiree's medical insurance.** To fund the cost of medical insurance for retirees (\$221,450). (CAP number of employees)
- \* **Medical co-pay reimbursement.** To fund the cost of compensating married employees for using one medical/dental insurance plan (\$3,090). (CAP number of participants by Fund)
- \* **Employee self-insured medical care.** To fund the cost of compensating employees for discontinuing medical coverage or carrying single coverage in lieu of family coverage (\$65,000). (Payroll charge holding account)
- \* **Dental insurance.** To fund the cost of dental insurance for employees and dependents and administrative fees (\$211,770). (Payroll charge)
- \* **Vision care.** To fund employee benefit for cost of vision (\$54,590). (Payroll charge)
- \* **Chiropractic care.** To fund cost of chiropractic care for employees enrolled under the City's medical insurance plan (\$33,990). (Payroll charge)
- \* **Employee assistance program.** To fund employee benefit for cost of counseling services (\$10,800) (CAP number of employees)
- \* **Life insurance.** To fund the cost of life insurance for employees and spouses with the exception of police and fire in amounts from \$10,000 to \$150,000 (\$30,060). (Payroll charge)
- \* **Accidental death insurance.** To fund cost of accidental death insurance for management, mid-management, general service and police officers in the amount of \$25,000 (\$4,000). (Payroll charge)
- \* **Unemployment insurance.** To fund claims against the City under a self-insurance program for unemployment claims paid (\$43,260). (Payroll charge)
- \* **Long term disability.** To fund cost of disability payments made to employees except police and fire; pays up to 2/3 rds of salary loss (\$7,000). (Payroll charge)
- \* **Employee recognition program.** To fund cost of service awards, gifts and annual dinner dance (\$14,000). (CAP number of employees)
- \* **Deferred compensation.** Employee benefit allowing employees to deposit monies into a deferred compensation plan as a tax benefit and self-funded retirement plan (paid by employee except City match). (City match is payroll charge holding account)

## GENERAL GOVERNMENT

ACTIVITY: Benefit Administration  
DEPARTMENT: Personnel

PROGRAM: Non-Departmental Services  
FUND: Benefits Fund

- \* Flexible spending accounts. To fund administrative fees for pre-tax costs of dependent care, out of pocket costs of medical/dental expenses and insurance premiums of employees (\$2,500) (CAP number of employees)

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services	66,363	1,665,600	1,649,890	1,649,890
Minor Capital				
Other Payments		405,620	480,120	480,120
Total	66,363	2,071,220	2,130,010	2,130,010

### STAFFING SUMMARY

None.

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR 1995-97 OBJECTIVES

None

### RELATED COST CENTERS

Medical Care (27.0-020.04)  
Retiree's Medical Care (27-020.05)  
Medical Co-Pay Reimbursement (27-020.06)  
Dental Insurance (27.0-020.07)  
Vision Care (27.0-020.08)  
Chiropractic Expense (27.0-020.09)  
Employee Assistance Program (27-020.10)  
Life Insurance (27.0-020.11)  
Accidental Death Insurance (27.0-020.12)  
Unemployment Insurance (27.0-020.13)  
Long Term Disability (27.0-020.14)  
Employee Recognition Program (27-020.15)  
Flexible Spending Account (27-020.16)

## GENERAL GOVERNMENT

ACTIVITY: Contingencies  
DEPARTMENT: Administration

PROGRAM: Non-Departmental  
FUND: Designated Fund Balance

### ACTIVITY DESCRIPTION

The Contingencies activity is for programming unplanned expenditures which could not be anticipated prior to adoption of the budget by the City Council. This activity two major elements:

- **Unprogrammed expenditures.** To fund the cost of emergencies, natural disasters and other expenditures which could not be anticipated.
- \* **Ventures.** To fund opportunity costs which result in savings from innovations such as new technology, contract services and/or other long term savings.

	1993-94	1994-95	1995-96	1996-97
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services				
Minor Capital				
Other Payments	300,000	300,000	400,000	400,000
Total	300,000	300,000	400,000	400,000

### STAFFING SUMMARY

None.

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

Increase designated reserve for contingencies \$100,000

### MAJOR 1995-97 OBJECTIVES

None

### CITY MANAGER BUDGET ADJUSTMENTS

None

### RELATED COST CENTERS

Designated Fund Balance - General Fund

**Section E**  
**CAPITAL IMPROVEMENT BUDGET**

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## 1995-97 FINANCIAL PLAN AND BUDGET

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### CAPITAL IMPROVEMENT BUDGET

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#### OVERVIEW

All construction projects and capital purchases which cost more than \$10,000 are included in the Capital Improvement Budget. Purchases of vehicles and equipment on an equipment replacement schedule are purchased by the Equipment Fund. Minor capital purchases of less than \$10,000 are included with the Activity Budgets. Through the Capital Improvement Budget and Capital Improvement Plan, the City systematically plans, schedules and finances capital projects to ensure conformance with City policies and funding sources. The Capital Improvement Budget is a four year plan organized by mission.

Public Safety	Leisure, Cultural, and Social Services
Public Utilities	Community and Economic Development
Transportation	General Government

The Capital Improvement Budget emphasizes project planning, with projects progressing through at least two and up to six of the following phases:

1. **Designate.** Appropriates funds to the Control Account based on projects designated for funding by the Council through adoption of the Financial Plan and Budget.
2. **Study.** Includes concept design, site selection, feasibility analysis, schematic design, environmental determination, property appraisals, scheduling, grant application, grant approval, and preparation of specifications for equipment purchases.
3. **Acquisition.** Includes equipment purchases and property acquisition for projects, if necessary.
4. **Design.** Includes final design, plan and specification preparation, and construction cost estimation.
5. **Construction.** Includes bid administration, construction, project inspection and management and closeout.
6. **Debt Service.** Includes installment payments of principal and interest for completed projects funded through debt financing. Expenditures for this project phase are included in the Debt Service section.

Generally, it will become more difficult for a project to move from one phase to the next. As such, more projects will be studied than designed, and more projects will be designed than constructed.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **CAPITAL IMPROVEMENT BUDGET**

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#### **ORGANIZATION**

The Capital Improvement Budget consists of the following parts:

1. Summary of Capital Improvement Budget expenditures by mission.
2. Summary of expenditures by activity and funding source.
3. Summary description of each of the major projects (does not include descriptions of minor projects) in this document.

#### **CAPITAL APPROPRIATION POLICY**

The City's annual appropriation for capital projects is based on the projects designated by the City Council through adoption of the Financial Plan. Adoption of the projects listed in the Financial Plan does not automatically allocate funding for specific projects. The appropriation is made to a capital control account and held there pending specific authorization to release and appropriate funds to a project account. This authorization generally occurs only after the preceding project phase has been completed and approved by the Council and the costs for the succeeding phases have been fully developed. Accordingly, project appropriations for acquisitions and construction are generally made when contracts are awarded.

Capital project appropriations to the capital control account, which represent the funds not allocated to a specific project, lapse after three years. Projects which lapse from lack of project account allocations may be resubmitted. Projects accounts which have been allocated funds will not lapse until the project is completed. All project appropriations should generally come from the capital control account; as such, no adjustments to the capital budget appropriation will be required even if the project costs are greater than original estimates.

This approach has several advantages and disadvantages:

##### **Advantages:**

- Ensures that project appropriations are based on realistic cost estimates and that funding is committed only after a significant milestone is achieved, such as contract award.
- Avoids the overstatement of project funding for projects which may be canceled or deferred.
- Ensures that projects are not initiated until adequate study or design has been completed.
- Avoids financial commitments to projects before required grants, agreements or other external funding is secured.
- Avoids overstatement of capital funding needs based on actual expenditure levels which historically have been less than budgeted amounts.



## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **CAPITAL IMPROVEMENT BUDGET**

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#### **Disadvantage:**

- A few high priority projects may be deferred due to the “first come, first serve” approach to project appropriations.

Based on historical cash flow and expenditure patterns, the probability of such deferrals is considered minimal. Further the benefits associated with this approach far outweighs the possible disadvantage of deferring higher priority projects. This policy encourages ongoing project planning and management by requiring each phase to be reviewed and approved on a step-by-step basis, ensuring that projects are well conceived, designed and implemented.

The following pages provide a listing of all Capital Improvement Projects by funding source. The following is a list of primary funding sources for projects.

#### **Capital Outlay Fund**

Donations

Community Development Block Grants

Impact Fees

Debt Financing

Other sources - primarily allocations for the City's property tax revenues as provided in the City's General Budget Policies.

#### **Street Fund**

Gas Tax

Transportation Development Act (TDA)

Measure K Sales Tax

Impact Fees

Other Federal and State subventions

#### **Enterprise Funds**

Electric Fund

Water Fund

Wastewater Fund

Transit Fund

Child Care Fund

# 1995 - 97 FINANCIAL PLAN AND BUDGET

## SUMMARY OF CAPITAL BUDGET REQUESTS

	1995-96 Recommended	1996-97 Proposed
<b>Public Safety</b>		
Police Protection	233,460	236,660
Fire Safety	240,000	293,000
<b>Total Public Safety</b>	<u>\$ 473,460</u>	<u>\$ 529,660</u>
<b>Public Utilities</b>		
Electric Utility Services	\$ 898,845	\$ 982,675
Water/Wastewater Utility Services	1,445,562	961,894
<b>Total Public Utilities</b>	<u>\$ 2,344,407</u>	<u>\$ 1,944,569</u>
<b>Transportation</b>		
Streets and Flood Control	\$ 2,851,234	\$ 2,054,134
Transit		
<b>Total Transportation</b>	<u>\$ 2,851,234</u>	<u>\$ 2,054,134</u>
<b>Leisure, Cultural &amp; Social Services</b>		
Parks and Recreation	\$ 400,450	\$ 500,000
Community Center	670,000	6,200,000
Library	121,950	135,000
Boy's and Girl's Club	250,000	
<b>Total Leisure, Cultural &amp; Social Services</b>	<u>\$ 1,442,400</u>	<u>\$ 6,835,000</u>
<b>Community and Economic Development</b>		
Planning	\$ 50,000	
Construction Development	37,800	
Economic Development	5,600,000	
<b>Total Community Development</b>	<u>\$ 5,687,800</u>	<u>\$ -</u>
<b>General Government</b>		
General Administration	1,320,000	200,000
Administrative Services	300,000	900,000
Organizational Support Services	22,060	23,000
<b>Total General Government</b>	<u>\$ 1,642,060</u>	<u>\$ 1,123,000</u>
<b>TOTAL CAPITAL REQUESTS</b>	<u><u>\$ 14,441,361</u></u>	<u><u>\$ 12,486,363</u></u>

# 1995 - 97 FINANCIAL PLAN AND BUDGET

## SUMMARY OF CAPITAL BUDGET REQUESTS

	1995-96		1996-97		Fund
	Recommended Number	Cost	Proposed Number	Cost	
<b>Public Safety</b>					
Police Protection					
Police Operations					
Dispatch Recorder		30,700			12
Message Repeater		13,300			12
Motorcycle	1	8,400	1	8,400	12
Police Investigations					
Patrol Sedans	3	81,660	6	151,860	12
Undercover Vehicles	1	23,000			12
Radios		21,400		21,400	12
Street Crime Unit Equipment *		55,000		55,000	12
Fire Safety					
Fire Administration					
Fire Engine	1	225,000			12B
Emergency Response Vehicle			1	40,000	12
Support Vehicle			1	150,000	12B
Emergency Sedans			3	78,000	12
Special Services					
HazMat Equipment				25,000	12
Technical Rescue Equipment		15,000			12
<b>Total Public Safety</b>	<b>6</b>	<b>\$ 473,460</b>	<b>12</b>	<b>\$ 529,660</b>	
<b>Public Utilities</b>					
Electric Utility Service					
Capital Maintenance Projects		\$ 898,845		\$ 982,675	16
Water/Wastewater Utility Services					
Water/Wastewater					
Water/Wastewater Capital Maintenance		1,339,742		961,894	17&18
Sedan	1	16,200			17
Pickup	1	23,570			17
Backhoe	1	66,050			17&18
<b>Total Public Utilities</b>	<b>3</b>	<b>\$ 2,344,407</b>	<b>0</b>	<b>\$ 1,944,569</b>	

# 1995 - 97 FINANCIAL PLAN AND BUDGET

## SUMMARY OF CAPITAL BUDGET REQUESTS

	1995-96		1996-97		Fund
	Recommended Number	Cost	Proposed Number	Cost	
<b>Transportation</b>					
Streets and Flood Control					
Street Maintenance					
Street Maintenance Projects		\$ 2,534,034		\$ 2,026,334	SF
Alley/Residential Street Improvements		50,000			45
Handicap Ramp Installations		50,000			45
Eastside Alley Lights		60,000			45
Vibratory Roller	1	35,600			12
Pickup			1	27,800	12
Street Cleaning					
Street Sweeper	1	121,600			12
<b>Total Transportation</b>	<u>2</u>	<u>\$ 2,851,234</u>	<u>1</u>	<u>\$ 2,054,134</u>	
<b>Leisure, Cultural &amp; Social Services</b>					
Parks and Recreation					
Parks and Recreation Administration					
Van	1	21,000			12
Automated Registration System		50,150			121
Park Maintenance					
Park Projects		211,300			45
Leaf Sweeper	1	18,000			12
Park Maintenance Projects/Equipment		75,000		100,000	121
In-Door Sports Facility		25,000		400,000	121B
Cultural Services					
Community Center					
Performing Arts Center *		670,000		6,200,000	121B
Library					
Library Equipment		26,000			21
On-Line Access Catalog		95,950		135,000	21
Social Services					
Boy's and Girl's Club		250,000			45
<b>Total Leisure, Cultural &amp; Social Service</b>	<u>2</u>	<u>\$ 1,442,400</u>	<u>0</u>	<u>\$ 6,835,000</u>	

# 1995 - 97 FINANCIAL PLAN AND BUDGET

## SUMMARY OF CAPITAL BUDGET REQUESTS

	1995-96		1996-97		Fund
	Number	Cost	Number	Cost	
Community and Economic Development					
Planning					
Housing Rehabilitation		\$ 50,000			45
Construction Development					
Building and Safety					
Sedan	1	17,900			12
Engineering					
Pickup	1	19,900			12
Economic Development					
Economic Development					
Downtown Revitalization/Cherokee Lane *		5,500,000			121B
Redevelopment Agency		100,000			121
Total Community Development	2	\$ 5,687,800	0	\$	
General Government					
General Administration					
City Manager					
Information System Master Plan		150,000		150,000	121
Contract Services Study		20,000			121
Purchase of City Hall Annex		550,000			10
Public Works Administration					
City Hall Remodel		600,000			121B
Parking Structure				50,000	121
Administrative Services					
Finance Administration					
Debt Service		300,000		900,000	121
Organizational Support Services					
Field Services					
Sedan			1	23,000	12
Equipment Replacement & Motor Pool					
Forklift	1	22,060			12
Total General Government	1	\$ 1,642,060	1	\$ 1,123,000	
TOTAL CAPITAL REQUESTS	16	\$14,441,361	14	\$ 12,486,363	
• City Council Goals					
Funding Sources					
General Fund (10)		550,000			
Equipment Fund (12)	12	504,520	13	430,460	
Bond Proceeds (12B)	1	225,000	1	150,000	
Electric Fund (16)		898,845		982,675	
Water/Wastewater (17&18)	3	1,445,562		961,894	
Library (21)		121,950		135,000	
Community Development Block Grant (45)		671,300			
Street Funds		2,534,034		2,026,334	
General Fund Capital (121)		695,150		1,200,000	
Bond Proceeds (121B)		6,795,000		6,600,000	
Total By Fund Source	16	\$14,441,361	14	\$ 12,486,363	

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

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**ACTIVITY:** Police Investigations  
**REQUEST TITLE:** Police Crime Unit Equipment

---

**PROJECT DESCRIPTION**

Purchase four police vehicles, other vehicle equipment and radios.

**PROJECTIVE OBJECTIVES**

To field a special five member police task force (Street Crimes Unit) to combat criminal activity in specific locations and to free time of patrol officers for more routine duties.

**EXISTING SITUATION**

The City Council adopted a goal to field a special police task force (Street Crimes Unit) to focus police resources on specific criminal conduct. Lodi, like many cities in the central San Joaquin Valley, has seen an increase in gang activity, panhandling, street drugs and prostitution. This has been particularly evident in an area of Lodi known as the Eastside Neighborhoods and is an area with a high concentration of rental units and apartments. A large number of residents in this area are transient laborers and have no stake in the long term well being of the community. The criminal conduct which has been evident for several months is unacceptable to the residents of the City who have high standards of acceptable conduct of themselves and their neighbors. To discourage and eliminate these conditions, the City Council will field this Unit over two years.

**PROJECT WORK COMPLETED**

None

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition		\$55,000	\$55,000			\$110,000
Construction						
Total		\$55,000	\$55,000			\$110,000
Recommended Funding Source						
Equipment Fund		\$55,000	\$55,000			\$110,000

**ALTERNATIVES**

- Do not field a Street Crimes Unit at this time. Defer implementation to a later time.
- Scale back on equipment and vehicles.

**PROJECT EFFECT ON OPERATING BUDGET**

The purchase of these vehicles and equipment has been accounted for in the operating budget. The operating cost of the Police Crimes Unit is estimated to be \$148,500 in 1995-96 and \$92,900 in 1996-97.

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

---

**ACTIVITY:** Fire Administration  
**REQUEST TITLE:** Emergency Response Vehicles

---

**PROJECT DESCRIPTION**

Purchase replacement for one replacement fire engine, a large fire support van, three large storage trailers with equipment, a command vehicle and three replacement emergency response sedans.

**PRIMARY OBJECTIVES**

The objectives of these acquisitions is to ensure that fire safety personnel are equipped to conduct fire and life rescue services with safe and reliable equipment and that these personnel have the necessary vehicles and equipment to conduct fire and life rescue missions.

**EXISTING SITUATION**

The majority of the Fire Department's front line apparatus is in marginal condition. The four pumpers exceed 14 years service and 60,000 miles of operation. These vehicles are often taken out of service for mechanical breakdowns. In addition to fire apparatus, the Fire Department should have a command vehicle to coordinate special operations (hazardous material handling, natural disasters, heavy equipment rescue, vehicle accident extraction's, etc.) which require City response and in certain instances response from multiple agencies. In addition, the Department needs support vehicles to carry special equipment and material for these emergencies. This includes air bottles, medical supplies, heavy rescue equipment, decontamination equipment, blankets, etc. There is not adequate space on existing vehicles and vans to store and transport this equipment to emergency sites.

**PROJECT WORK COMPLETED**

None.

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition		\$225,000	\$268,000			\$493,000
Construction						
Total		\$225,000	\$268,000			\$493,000
Recommended Funding Source						
Equipment Fund			\$118,000			\$118,000
Capital Fund - Bond Proceeds		\$225,000	\$150,000			\$375,000

**ALTERNATIVES**

The following alternatives have been identified:

- Defer purchase of vehicles and equipment in part or whole until a later budget.

**PROJECT EFFECT ON OPERATING BUDGET**

None. These vehicles and equipment are either replacement vehicles or equipment needed on a standby basis for specific emergencies.

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

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**ACTIVITY:** Water/Wastewater Utility Services  
**REQUEST TITLE:** Water/Wastewater Capital Maintenance

---

**PROJECT DESCRIPTION**

To plan, design, replace and maintain water/wastewater infrastructure.

**PROJECT OBJECTIVES**

The objectives of this project are: 1) to ensure that the City's water and sewer utility infrastructure remains at a level of reliability and safety at standards established by City policy; 2) to replace and maintain infrastructure on an on-going basis with available revenues to preclude major rate hikes to finance breakdowns, system failures and deterioration; and, 3) to ensure the level of maintenance that protects the City's investment in City owned assets.

**EXISTING SITUATION**

The City of Lodi has an investment in water and sewer assets of approximately \$38 million dollars. These assets includes wells, water and sewer mains, laterals, plant facilities and major equipment end items, such as generators. The average maintenance level of \$1.2 million per year (3% of asset value) over the next two years provides for the replacement and/or maintenance of water/wastewater infrastructure once every 33 years. The City does not have a replacement and maintenance policy in place which sets maintenance and replacement standards other than a Capital Improvement Plan at this time.

The Public Works Department did not submit capital budget requests for the 1995-97 Financial Plan and Budget due to extenuating circumstances. A specific list of projects will have to be brought back to the City Council at a later date. The level of investment maintenance is based on the projected availability of funds for capital projects as estimated by the Finance Director.

**PROJECT WORK COMPLETED**

None

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition						
Construction						
Total		\$1,339,742	\$982,675	\$1,200,000	\$1,200,000	\$4,722,417
Recommended Funding Source						
Water/Wastewater Funds		\$1,339,742	\$982,675	\$1,200,000	\$1,200,000	\$4,722,417

**ALTERNATIVES**

The following alternatives have been identified:

- Decrease level of maintenance and lower rate charges for City customers.
- Increase level of maintenance and increase rate charges for City customers.

**PROJECT EFFECT ON OPERATING BUDGET**

None. These are on-going maintenance programs and do not represent an increase in the level of service.



**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

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**ACTIVITY:** Street Maintenance  
**REQUEST TITLE:** Streets Maintenance Projects

---

**PROJECT DESCRIPTION**

To plan, design, replace and maintain City streets, traffic control devices, alley ways, stormdrains and street lights.

**PROJECT OBJECTIVES**

The objectives of this project are: 1) to ensure that the City's streets, alleys and traffic control devices are maintained at levels that ensure they remain reliable and effective as established by City policy; 2) to provide for on-going maintenance of existing streets, street lights, alleys, stormdrains and traffic control devices with available revenues; and, 3) to ensure a level of maintenance that protects the City's investment in City owned streets and assets.

**EXISTING SITUATION**

The City of Lodi has a major investment in city streets. The City currently has 170 miles of streets, 16 miles of alleys, 4,293 street lights and 49 traffic signals. To maintain these assets, Federal and State agencies will provide the City with approximately \$2.3 million per year for street maintenance. The City does not have a street maintenance policy in place which sets street maintenance and replacement standards other than a Capital Improvement Plan at this time.

The Public Works did not submit capital budget requests for the 1995-97 Financial Plan and Budget due to extenuating circumstances. A specific list of projects will have to be brought back to the City Council at a later date. The level of maintenance is based on the projected availability of funds for capital projects as estimated by the Finance Director.

**PROJECT WORK COMPLETED**

None

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition						
Construction						
Total		\$2,534,034	\$2,026,334	\$2,000,000	\$2,000,000	\$8,560,368
Recommended Funding Source						
Street Funds		\$2,534,034	\$2,026,334	\$2,000,000	\$2,000,000	\$8,560,368

**ALTERNATIVES**

The following alternatives have been identified:

- Decrease level of maintenance and return funds to Federal and State agencies.
- Increase level of maintenance and increase general fund contribution to street maintenance.

**PROJECT EFFECT ON OPERATING BUDGET**

None. These are on-going maintenance programs and do not represent an increase in the level of service.

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

---

**ACTIVITY:** Recreation Administration  
**REQUEST TITLE:** Automated Registration and Scheduling System

---

**PROJECT DESCRIPTION**

Purchase and implement an automated registration system.

**PROJECT OBJECTIVES**

The primary objectives for this project are to improve customer service, increase participation in recreation programs and improve the administrative efficiency of the Parks and Recreation Department.

**EXISTING SITUATION**

The current registration process is labor intensive; requires applicants to be physically present to enroll and pay for programs by cash or check at the time of enrollment; does not provide management reports which could assist in tracking revenues and program costs; and, requires significant effort to schedule facilities, activities and rentals.

The Parks and Recreation Department has identified a software program and computer system used in other cities which supports automated scheduling, registration, facility rental and office operations. This program will allow City customers to register 24 hours a day in person or by phone and pay for services by credit card or bank debit card. The network and software being considered will allow the Parks and Recreation Department to automate office administration and prepare schedules and brochures more efficiently.

**PROJECT WORK COMPLETED**

A preliminary staff review has been completed based on discussions with other cities and attendance at professional conferences.

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition		\$50,140				\$50,140
Construction						
Total		\$50,140				\$50,140
Recommended Funding Source						
Capital Outlay Fund		\$50,140				\$50,140

**ALTERNATIVES**

The following alternatives have been identified:

- Continue providing services using existing practices and procedures.
- Develop other alternatives by reviewing practices and procedures used by other cities.

**PROJECT EFFECT ON OPERATING BUDGET**

The objective of the project is to improve services and reduce the cost of services. Any additional operating cost will be funded by budget cuts in the Parks and Recreation Program.

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

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**ACTIVITY:** Park Maintenance  
**REQUEST TITLE:** Park Projects (CDBG)

---

**PROJECT DESCRIPTION**

To plan, design, and construct park playground improvements and acquire playground equipment.

**PROJECT OBJECTIVES**

The objectives of this project are:

- To provide adequate and safe playgrounds for the community.
- To insure playgrounds are accessible for handicap persons.

**EXISTING SITUATION**

The City's parks and playgrounds do not meet Federal, State and City standards for safety and accessibility to all residents and visitors, including handicap persons. This project has been under consideration by the City pending the identification of funding. The City Council set aside \$211,300 of Community Development Block Grant funds in March 1995 to finance these projects.

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition						
Construction						
Total		\$211,300				\$211,300
Recommended Funding Source						
Street Funds		\$211,300				\$211,300

**ALTERNATIVES**

The following alternatives have been identified:

- Defer projects for funding at a later time.

**PROJECT EFFECT ON OPERATING BUDGET**

None. These are on-going maintenance projects and do not represent an increase in the level of service..

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

**ACTIVITY:** Parks Maintenance  
**REQUEST TITLE:** Parks Maintenance Projects/Equipment

**PROJECT DESCRIPTION**

This project is established to finance capital maintenance of park and recreation grounds and facilities at a level sufficient to protect the City's investment in these assets, to ensure grounds and facilities are maintained in a safe and useable condition and at standards set by the City, State and Federal agencies. The projects which may be financed or equipment purchased include but are not limited to the following and will be completed based on the availability of funds:

- Lodi Lake Irrigation System
- Blakely Park Pool Filters
- Access Road - Lodi Lake Park
- Roadway Improvement - Lodi Lake Park
- Sidewalk Repairs - Salas and English Oaks Parks
- Protective Backstops (Salas, Kofu, Vinewood Parks)
- Power Sweeper
- Trim Mower
- Turf Vehicles

**PROJECT OBJECTIVES**

The objective of the Park Maintenance Program is to ensure that a reasonable level of investment is made in maintaining safe and usable park facilities which comply with City, State and Federal policy for public recreation facilities.

**EXISTING SITUATION**

The Parks and Recreation Department is responsible for maintaining City Park and Recreation facilities. The number of projects and equipment needed changes from year to year based on fair wear and tear, public use, the increase in the number of park facilities, exposure to weather conditions and the need to improve the efficiency of maintenance activities. Accordingly, the funding level for this project is established to ensure a minimum maintenance level for parks maintenance. The priorities are to be determined by the Parks and Recreation Department in conjunction with the Parks and Recreation Commission.

**PROJECT WORK COMPLETED**

None

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition						
Construction						
Total		\$75,000	\$100,000	\$100,000	\$100,000	\$375,000
Recommended Funding Source						
Capital Outlay Fund		\$75,000	\$100,000	\$100,000	\$100,000	\$375,000

**ALTERNATIVES**

- Defer maintenance or reduce the size and scope of the City's park maintenance program
- Increase the level of funding for park maintenance.

**PROJECT EFFECT ON OPERATING BUDGET**

None. However, this project should contain the growth in operating cost and improve the efficiency of maintenance personnel.

1995-97 Financial Plan and Budget  
CAPITAL BUDGET REQUEST

ACTIVITY: Parks and Recreation Administration  
REQUEST TITLE: Indoor Sports Facility

**PROJECT DESCRIPTION**

To plan, design and construct an indoor sports facility.

**PROJECT OBJECTIVES**

The objectives of this project are identified as follows:

- To expand recreation services for Lodi residents by providing indoor sports facilities to supplement facilities provided by private health club and recreation businesses.
- To promote regional competition of indoor sports activities in Lodi.
- To ensure that indoor sports facilities are available to all residents.
- To provide alternative indoor activities for young adults and children.

**EXISTING SITUATION**

The City has depended on the Lodi Unified School District, the Grape Festival and private property owners to provide indoor space for indoor recreation activities. These facilities are limited and are becoming more expensive to rent or lease.

The City has developed a Parks, Recreation and Open Space Master Plan which identified the need to build an indoor sports facility to meet current demand. There are a number of alternative sites for this type of facility. The estimated cost for an indoor sports facility of the size considered is between \$4.0 million and \$6.0 million. However, the final cost is dependent on the site selected, the uses of the facility and whether existing facilities can be leased or purchased. Accordingly, the City will develop a concept plan to address the following elements:

- A needs and use assessment
- A site selection
- Concept drawings
- Alternative solutions
- Impact on operating costs
- Financing alternatives

**PROJECT WORK COMPLETED**

None:

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study		\$25,000				\$25,000
Design			\$400,000			\$400,000
Acquisition				\$300,000		\$300,000
Construction					\$4,000,000	\$4,000,000
Total					\$4,000,000	\$4,725,000
Recommended Funding Source						
Capital Outlay Fund		\$25,000	\$400,000	\$300,000	\$4,000,000	\$4,725,000

**ALTERNATIVES**

The following alternatives have been identified:

- Do not expand services. Continue providing the same service levels with rental facilities.
- Develop service agreements with private property owners to open their facilities for public use under a subsidy agreement.

**PROJECT EFFECT ON OPERATING BUDGET**

The effect of this project on the operating budget is to be determined during the project study in FY 1995-96

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

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**ACTIVITY:** Community Center  
**REQUEST TITLE:** Conferencing/Performing Arts Center

---

**PROJECT DESCRIPTION**

Design and construct an 800 seat conferencing/performing arts center

**PROJECT OBJECTIVES**

The objectives of this project have been identified as follows:

- Promote local and regional interest in the performing arts through the production of plays, recitals and concerts.
- Provide conference facilities for the greater Lodi area to benefit commercial activities such as restaurants, hotels/motels, specialty stores and other services.
- Enhance the quality of life in Lodi to increase the desirability of the City as a community to maintain and establish a business and to live and raise a family.

**EXISTING SITUATION**

For nearly two decades, Lodi residents have promoted the idea that Lodi would benefit from a conference/performing arts center. To achieve their goal, the Old Lodi Union High School Site Foundation was formed to act as a catalyst to raise funds for the reconstruction of the downtown abandoned high school. Over five million dollars has been raised to date to plan the site and finance the capital improvements. The remaining work includes the renovation of the auditorium which can be restored as an 800 seat capacity facility.

To complete this facility, a partnership between the City and the Foundation will continue to define the scope of the project, evaluate the demand for a conference/performing arts center, develop use agreements with the Lodi Arts Commission and the Lodi Unified School District, establish management policies and develop a financing plan for construction and operating costs.

**PROJECT WORK COMPLETED**

Project plans and concept design have been developed over the last five to fifteen years with volunteer and staff hours.

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design		\$670,000				\$670,000
Acquisition						
Construction			\$6,200,000	\$2,800,000		\$9,000,000
Total		\$670,000	\$6,200,000	\$2,800,000		\$9,670,000
Recommended Funding Source						
Capital Outlay Fund		\$670,000	\$6,200,000	\$800,000		\$7,670,000
Donations				\$2,000,000		\$2,000,000

**ALTERNATIVES**

- Delay design or construction of the project pending further study

**EFFECT ON THE OPERATING BUDGET**

The cost of services to operate and maintain these facilities will increase depending on the level of use. The cost will be offset in part by user fees and contributions by the Hutchins Street Square Foundation.

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

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**ACTIVITY:** Library Administration  
**REQUEST TITLE:** Automated Catalog and Library Services System

---

**PROJECT DESCRIPTION**

This is a project to purchase, install and implement an "on-line" catalog and library services system for public use and library administration.

**PROJECT OBJECTIVES**

The objectives of this project are to give the library and it's patrons "state of the art" library services by providing an "on-line" library catalog, dial-in access to library resources and electronic on-line services into regional, State-wide and National library programs.

**EXISTING SITUATION**

The Lodi Library is a valued community asset. The Library offers a wide range of services and material to serve the needs of Lodi residents. In an era when many communities have significantly cut library services to balance their budget; Lodi has been committed to financing library services at a high level. The American library as a cornerstone of democracy, provides free access to information to ensure an informed and educated citizenry. To continue in this role as Lodi moves into the 21st Century, the City's library services will have to be broadened and expanded to new vistas being introduced by the information super highway, home and office PC's and information technology. The growth in information technology and information services will change in coming years by defining the way we work and the way we obtain information. As such, the City Library must be prepared to accommodate these changes and provide the information that ensures an educated and informed citizenry.

The current library services are provided in traditional, labor intense, time honored practices. While these practices have served the City adequately, new technology may change these practices and provide the City's residents with more information at less cost.

**PROJECT WORK COMPLETED**

Several staff hours have been used in researching needs and available technology.

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study		\$35,000				\$35,000
Design						
Acquisition		\$61,000	\$135,000			\$196,000
Construction						
Total		\$96,000	\$135,000			\$231,000
Recommended Funding Source						
Capital Outlay Fund		\$96,000	\$135,000			\$231,000

**ALTERNATIVES**

The following alternatives have been identified:

- Delay project for one or more years
- Do nothing and continue current practices and procedures

**PROJECT EFFECT ON OPERATING BUDGET**

The estimated impact on the operating and maintenance budget is \$10,000 to \$35,000 per year.

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

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**ACTIVITY:** Social Services  
**REQUEST TITLE:** Boy's and Girl's Club

---

**PROJECT DESCRIPTION**

Fund Phase II construction of a Boys and Girls Club with Community Development Block Grant (CDGB) funds.

**PROJECT OBJECTIVES**

The objectives of this project are to ensure well designed, useful and accessible youth facilities for Lodi residents with special focus on the economically disadvantaged:

**EXISTING SITUATION**

The City funded Phase I of a Boys and Girls Club at Blakely Park in 1994-95 which is managed and operated as a private, non-profit foundation. The Boys and Girls Club requested the City to finance Phase II to complete the current project and provide a multi-purpose room and kitchen. In March 1995, the City Council approved the funding of Phase II.

**PROJECT WORK COMPLETED**

Phase I was completed with funding from the City.

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition						
Construction		\$250,000				\$250,000
Total		\$250,000				\$250,000
Recommended Funding Source						
Community Development Block Grant		\$250,000				\$250,000

**ALTERNATIVES**

None

**EFFECT ON THE OPERATING BUDGET**

None. This is a project sponsored by a private, non-profit foundation.



**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

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**ACTIVITY:** Economic Development  
**REQUEST TITLE:** Downtown Revitalization/Cherokee Lane

---

**PROJECT DESCRIPTION**

To design and construct streetscape and entryway landmarks on School Street and Cherokee Lane

**OBJECTIVE**

The objectives of this project are to:

- Preserve, enhance and promote the financial stability of the downtown.
- Provide an attractive entryway on Cherokee Lane and build a base for further improvements.

**EXISTING SITUATION**

**Central City Revitalization Element**

This element of the Revitalization Program was approved by the City Council to focus additional City effort and resources on improving the local economy by promoting community pride in the downtown area as the historic, pedestrian and socializing center of the City. To accomplish this goal the City Council adopted 6 objectives to enhance the visual character and identity of the downtown.

**Cherokee Lane Beautification Element**

Cherokee Lane parallels Highway 99 and is the preferred route for north-south intercity travel in the Central Valley. Before the Highway 99 bypass was built, Cherokee Lane was Highway 99 with a mix of businesses which catered to highway traffic. Over time however, Kettleman Lane became the preferred location for commercial development and disinvestment along Cherokee Lane became a problem. To improve Cherokee Lane the City Council adopted three objectives of which one is to improve streetscape and lighting conditions.

**PROJECT WORK COMPLETED**

The City Council approved an overall economic revitalization plan which included the elements described above. The project plan included concept designs, financing strategy and recommendations on how to finance on-going maintenance costs.

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study	\$130,000					\$130,000
Design		\$500,000				\$500,000
Acquisition						
Construction		\$5,000,000				\$5,000,000
Total	\$130,000	\$5,500,000				\$5,630,000
Recommended Funding Source						
Capital Outlay Fund	\$130,000	\$1,925,000				\$1,925,000
Assessment District		\$2,225,000				\$2,225,000
Street Fund		\$300,000				\$300,000

**ALTERNATIVES**

The following alternatives have been identified:

- Delay design and construction for one to two years
- Cancel project for further study

**PROJECT EFFECT ON OPERATING BUDGET**

This project will result in an increase of street maintenance cost of approximately \$55,000 per year.

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

---

**ACTIVITY:** Economic Development  
**REQUEST TITLE:** Redevelopment Agency

---

**PROJECT DESCRIPTION**

This project is established to finance the study and formation of a Redevelopment Agency in Lodi.

**PROJECT OBJECTIVES**

The objectives of this project are to

- Provide a mechanism to eliminate blight within areas of the City.
- Establish the mechanism to promote private investment in the historic and matured business and residential neighborhoods of Lodi.

**EXISTING SITUATION**

The greater part of the historic business and residential areas of Lodi is located in the eastern third of the City. The age of the building stock and infrastructure in this area is between 40 to 90 years old. Many of the buildings (residential and commercial) reflect the charm of buildings constructed between the 1890's and 1930's. The streets and parks are for the most part lined by mature street trees which provide ample shade and promote a sense of community. Many of the long time residents and businesses continue to live and conduct business in this area. However, over the last fifteen to twenty years private investment has shifted to the City's newer areas in the west and south areas of the City and the number of resident property owners in the Eastside areas has decreased. Accordingly, the "Eastside" has experienced a decline in the levels of investment, property maintenance and relative property values needed to preclude blight and decay.

The City Council is committed to maintaining the historic and economic vitality of this area and has adopted an economic revitalization program to address the revitalization of the downtown, Eastside neighborhoods and Cherokee Lane. The initial investment in this effort is being financed by general fund revenues. However, to be successful, the long term investment must be private dollars. Accordingly, the City will form a Redevelopment Agency to encourage private investment.

**PROJECT WORK COMPLETED**

None

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study		\$100,000				\$100,000
Design						
Acquisition						
Construction						
Total		\$100,000				\$100,000
Recommended Funding Source						
Capital Outlay Fund		\$100,000				\$100,000

**ALTERNATIVES**

- Continue to finance development with general fund revenues and assessment districts

**PROJECT EFFECT ON OPERATING BUDGET**

To be determined during the study on formation of the Agency.

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

---

**ACTIVITY:** Administration  
**REQUEST TITLE:** Information Systems Master Plan

---

**PROJECT DESCRIPTION**

This project is to finance the study and development of an information systems master plan and to finance the purchase and replacement of software and equipment to meet the needs of the City.

**PROJECT OBJECTIVES**

The objective of this project is to develop an integrated information system to increase the efficiency of City staff and improve services to the public.

**EXISTING SITUATION**

The City has increased its investment in information and computer systems over the last four years to improve services and to increase the productivity of staff. For the most part, each Department has purchased equipment and software to meet its own unique needs by purchasing from a wide range of software and hardware vendors.

The Finance Department which is the custodian of the City's financial data, has maintained its mainframe computer at a "state of the art" level for several years; however, the software is "home grown" and maintained by Department staff. This is excellent software which has effectively served the needs of the City for the last 25 years. With the increasing demand for information, information sharing and increased efficiency, this software will have to be expanded and/or rewritten. This could be very expensive depending on the number and qualifications of staff to be hired to make these changes. However, this cost may result in significant savings for users by increasing their efficiency and containing overall staff growth.

**PROJECT WORK COMPLETED**

None

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study		25,000				\$25,000
Design						
Acquisition		\$125,000	\$150,000	\$150,000	\$150,000	\$575,000
Construction						
Total		\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
Recommended Funding Source						
Capital Budget		\$550,000				\$550,000

**ALTERNATIVES**

- Continue independent development and funding of computer and software needs for each Department

**PROJECT EFFECT ON OPERATING BUDGET**

To be determined on a project by project basis

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

---

**ACTIVITY:** Public Works Administration  
**REQUEST TITLE:** Purchase of City Hall Annex

---

**PROJECT DESCRIPTION**

Purchase the City Hall Annex at 212 West Pine Street.

**PROJECT OBJECTIVES**

The objective of this project is to save \$59,900 per year in lease costs over the next seven years (\$419,316) and to provide for the long term space needs of City staff.

**EXISTING SITUATION**

The City leased the Beckman Building beginning in September 1992 for a period of ten years. This building is a 7,132 square foot facility which the City renovated for use of the Finance Department at a cost of approximately \$450,000. To protect this investment, the City should move forward and purchase the building.

**PROJECT WORK COMPLETED**

None

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition		\$550,000				\$550,000
Construction						
Total		\$550,000				\$550,000
Recommended Funding Source						
Fund Balance - General Fund		\$550,000				\$550,000

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**ALTERNATIVES**

- The alternative is to continue the lease of the Beckman Building for the term of the lease.

**PROJECT EFFECT ON OPERATING BUDGET**

None

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

---

**ACTIVITY:** Public Works Administration  
**REQUEST TITLE:** City Hall Remodel

---

**PROJECT DESCRIPTION**

This project provides for the renovation of City Hall and space expansion for Finance Department staff

**PROJECT OBJECTIVES**

The following objectives were identified prior to the approval of this project:

- To provide handicap access to government facilities
- To allow for staff growth over the next fifteen years.
- To replace the mechanical and electrical systems with more cost efficient systems.
- To provide "state of the art" communications infrastructure to support expansion of the City's computer systems and new information technology.

**EXISTING SITUATION**

Information not provided by Public Works

**PROJECT WORK COMPLETED**

The scope of the project is not clear with the information available to the Finance Director.

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition						
Construction		\$600,000				\$600,000
Total		\$600,000				\$600,000
Recommended Funding Source						
Capital Outlay Fund		\$600,000				\$600,000

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**ALTERNATIVES**

Unknown

**PROJECT EFFECT ON OPERATING BUDGET**

Unknown

**1995-97 Financial Plan and Budget**  
**CAPITAL BUDGET REQUEST**

---

**ACTIVITY:** Economic Development  
**REQUEST TITLE:** Downtown Parking Facility

---

**PROJECT DESCRIPTION**

Plan, design and construct a parking facility

**PROJECT OBJECTIVES**

The objectives of this project have been identified as:

- Promotion of adequate and convenient all weather parking to attract customer to the downtown area.
- To discourage downtown business employees from using street parking.
- To free the current parking lots for commercial development.

**EXISTING SITUATION**

The City of Lodi has an inventory of 1088 parking spaces (740 street spaces and 348 lot spaces) in the downtown. Of these, 300 spaces are permit spaces for employee parking. Street parking and parking lots are free but limited to two hours. The City does not have parking meters or charge for parking other than permit parking in parking lots.

The City issues approximately 2,500 parking citations per year in the downtown area. The City estimates that 95% of these tickets are to employees and business owners who work downtown.

To foster a successful downtown, the City needs to provide adequate parking to attract customers and to ensure that employees do not use the more valuable street parking. This problem has been solved in many cities by constructing an adequate, well located parking structure in the downtown that provides protection from the weather. This should open parking for customers and provide an incentive for employees to park in a facility where their cars are protected from the weather.

In addition, a parking structure should act to promote the relocation of commercial businesses to the downtown. Without adequate parking, customers will continue to gravitate to shopping centers and office complexes with adequate parking and a wider range of vendors and products.

**PROJECT WORK COMPLETED**

None

**SCHEDULE AND PROJECT COSTS**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study			\$50,000			\$50,000
Design				\$250,000		\$250,000
Acquisition						
Construction					\$2,500,000	\$2,500,000
Total			\$50,000	\$250,000	\$2,500,000	\$2,800,000
Recommended Funding Source						
Capital Outlay Fund			\$50,000	\$250,000	\$2,500,000	\$2,800,000

**ALTERNATIVES**

- The alternative is to continue with the current parking strategy and resources.

**PROJECT EFFECT ON OPERATING BUDGET**

The effect of this project on the operating budget along with the estimated cost, site location, and financing strategy will be determined during the study phase of the project.

**Section F**  
**DEBT SERVICE REQUIREMENTS**

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## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **DEBT SERVICE REQUIREMENTS**

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The section is used to summarize the resources that will be used to service general long-term debt that is recorded in the General Long Term Debt Group and Enterprise Funds of the City as of the beginning of the 1995-97 Financial Plan (July 1, 1995). These obligations represent the City's annual installment payments of principal and interest for capital projects funded by debt financing. The following is a description of each existing obligation:

#### **1965 Municipal Improvement Bonds Series A and B**

**Purpose:** Construction of Sewer and drainage facilities and a public safety building

**Maturity Date:** 1995

**Interest Rate:** 3.5% to 5.25%

**Original Principal Amount:** \$6,240,000

**July 1, 1994 Principal Outstanding:** \$570,000

**Funding Source:** General Fund/Sewer Fund

#### **1984 Special Assessment District Bonds**

**Purpose:** Downtown Beautification Project

**Maturity Date:** 1999

**Interest Rate:** 6.5% to 9.9%

**Original Principal Amount:** \$388,720

**July 1, 1994 Principal Outstanding:** \$185,790

**Funding Source:** United Downtown Improvement District Assessment

#### **1991 Certificates of Participation**

**Purpose:** Wastewater Treatment Plant Facility Expansion (White Slough)

**Maturity Date:** 2026

**Interest Rate:** 4.5% to 6.60%

**Original Principal Amount:** \$11,170,000

**July 1, 1994 Principal Outstanding:** \$10,269,548

**Funding Source:** Sewer Fund

#### **1992 Water Bond Construction Loan**

**Purpose:** Finance construction of treatment facilities and wells to meet safe drinking water standards

**Maturity Date:** 2014

**Interest Rate:** 3.4%

**Original Principal Amount:** \$4,758,000

**July 1, 1994 Principle Outstanding:** \$4,758,000

**Funding Source:** Water Fund



## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **DEBT SERVICE REQUIREMENTS**

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The indentures listed below are liabilities of the City of Lodi under joint agreement with the 14 other Northern California Power Agency (NCPA) member cities and districts. Under these agreements the City of Lodi is obligated to pay its' share through a "take or pay" arrangement based on the City's contribution to the construction and development of each project. As such, payments are made through the purchase of bulk power.

#### **Geothermal Project - Revenue Bonds 1985 Refunding Series A**

**Purpose:** Refinancing of two electric generating stations at the geothermal resource area in Sonoma County, California.

**Maturity Date:** 1995

**Interest Rate:** 5.25% to 9.0%

**Original Principal Amount NCPA:** \$475,940,000

**Current Principal Amount City:** \$1,133,648 (10.28% of total)

**Funding Source:** Electric Fund

#### **Geothermal Project - Revenue Bonds 1987 Refunding Series A**

**Purpose:** Refinancing 1983 and 1987 Bonds

**Maturity Date:** 2009

**Interest Rate:** 5% to 7%

**Original Principal Amount NCPA:** \$606,555,000

**Current Principal Amount City:** \$41,988,994 (10.28% of total)

**Funding Source:** Electric Fund

#### **Geothermal Project: Revenue Bonds 1993 Series A and B**

**Purpose:** Refinancing 1983, 1985, and 1987 Bonds

**Maturity Date:** 2010

**Interest Rate:** 3.0% to 5.85%

**Original Principal Amount NCPA:** \$254,530,000

**Current Principal Amount City:** \$26,067,672 (10.28% of total)

**Funding Source:** Electric Fund

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **DEBT SERVICE REQUIREMENTS**

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#### **Transmission Project: Revenue Bonds 1989 Refunding Series A**

**Purpose:** Refinancing 1985 Revenue Bonds  
**Maturity Date:** 2011  
**Interest Rate:** 5.75% to 6.25%  
**Original Principal Amount NCPA:** \$15,744,336  
**Current Principal Amount City:** \$2,829,837 (18.4861% of total)  
**Funding Source:** Electric Fund

#### **Combustion Turbine Project Number One: Revenue Bonds 1989 Refunding Series A**

**Purpose:** Refinance 1985 Series A Bonds  
**Maturity Date:** 2011  
**Interest Rate:** 5.75% to 6.25%  
**Original Principal Amount NCPA:** \$68,958,247  
**Current Principal Amount City:** \$21,677,504 (34.78% of total)  
**Funding Source:** Electric Fund

#### **Hydroelectric Project Number One: Revenue Bonds 1986 Refunding Series A**

**Purpose:** Refinancing 1985 Series A Bonds  
**Maturity Date:** 1996  
**Interest Rate:** 6.70% to 7.80%  
**Original Principal Amount NCPA:** \$265,090,000  
**Current Principal Amount City:** \$240,065 (10.37% of total)  
**Funding Source:** Electric Fund

#### **Hydroelectric Project Number One: Revenue Bonds 1991 Refunding Series E, F, G**

**Purpose:** Refinancing 1985 and 1986 Refunding Series A Bonds  
**Maturity Date:** 2024  
**Interest Rate:** 7.15%  
**Original Principal Amount NCPA:** \$315,045,000  
**Current Principal Amount City:** \$32,290,625 (10.37% of total)  
**Funding Source:** Electric Fund

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **DEBT SERVICE REQUIREMENTS**

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#### **Hydroelectric Project Number One: Revenue Bonds 1992 Refunding Series A**

**Purpose:** Refinancing 1986 Series A Bonds  
**Maturity Date:** 2023  
**Interest Rate:** 3.0% to 6.0%  
**Original Principal Amount NCPA:** \$195,610,000  
**Current Principal Amount City:** \$20,167,576 (10.37% of total)  
**Funding Source:** Electric Fund

#### **Hydroelectric Project Number One: Revenue Bonds 1993 Refunding Series A**

**Purpose:** Refinancing 1985 and 1986 Series A Bonds  
**Maturity Date:** 2024  
**Interest Rate:** 2.85% to 5.40%  
**Original Principal Amount NCPA:** \$63,600,000  
**Current Principal Amount City:** \$6,548,655 (10.37% of total)  
**Funding Source:** Electric Fund

#### **Multiple Capital Facilities: Revenue Bonds 1992 Series A**

**Purpose:** Finance construction of a Combustion Turbine in Lodi and a Combustion Turbine in Ceres and for system improvements in Lodi for the City of Lodi  
**Maturity Date:** 2026  
**Interest Rate:** 4.75% to 6.5%  
**Original Principal Amount NCPA:** \$152,320,000  
**Current Principal Amount City:** \$41,309,184 (27.12% of total)  
**Funding Source:** Electric Fund

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **DEBT SERVICE REQUIREMENTS**

---

The indentures listed below are liabilities of the City of Lodi under joint agreement with 13 other Transmission Agency of Northern California (TANC) member cities and districts. Under these agreements the City of Lodi is obligated to pay its' share through a "take or pay" arrangement based on the City's contribution to the construction and development of the project. As such, payments are made through the purchase of bulk power

#### **California - Oregon Transmission Project: Revenue Bonds 1990 Series A**

**Purpose:** Finance construction of a transmission path between electric systems in the Pacific Northwest and those in California

**Maturity Date:** 2013

**Interest Rate:** 6.4% to 7.0%

**Original Principal Amount TANC:** \$283,634,036

**Current Principal Amount City:** \$1,368,720 (1.89% of total)

**Funding Source:** Electric Fund

#### **California - Oregon Transmission Project: Revenue Bonds 1992 Series A**

**Purpose:** Finance or refinance a portion of the cost of acquisition or construction of the California \_ Oregon Transmission Project

**Maturity Date:** 2024

**Interest Rate:** 4.25% to 6.4%

**Original Principal Amount TANC:** \$117,730,000

**Current Principal Amount City:** \$2,198,070 (1.89% of total)

**Funding Source:** Electric Fund

#### **California - Oregon Transmission Project: Revenue Bonds 1993 Series A**

**Purpose:** Finance or refinance a portion of the cost of acquisition or construction of the California \_ Oregon Transmission Project

**Maturity Date:** 2024

**Interest Rate:** 3.25% to 5.30%

**Original Principal Amount TANC:** \$240,480,000

**Current Principal Amount City:** \$4,545,072 (1.89% of total)

**Funding Source:** Electric Fund

# 1995-97 FINANCIAL PLAN AND SUMMARY

## ANNUAL DEBT SERVICE PAYMENTS BY MISSION

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Public Utilities</b>				
Electric Utility Service			14,303,348	16,670,375
Water Utility Service	25,488	26,600	26,600	516,987
Wastewater Utility Service	983,030	987,865	982,484	803,818
Total Public Utility	1,008,518	1,014,465	15,312,432	17,991,180
<b>General Government</b>				
Non-Departmental Services	229,749	171,135	173,306	52,355
Capital Facilities and Equipment			300,000	900,000
Total General Government	229,749	171,135	473,306	952,355
<b>Total Debt Service Requirements</b>	<b>1,238,267</b>	<b>1,185,600</b>	<b>15,785,738</b>	<b>18,943,535</b>

1995-97 FINANCIAL PLAN AND SUMMARY

ANNUAL DEBT SERVICE PAYMENTS BY SOURCE

1993-94	1994-95	1995-96	1996-97
Actual	Adopted	Requested	Proposed
Budget			

<b>Debt Service Fund</b>			
1965 Municipal Bonds - Series A	110,214	114,296	118,378
Principal			
Interest	10,072	8,144	4,143
1965 Municipal Bonds - Series B			
Principal	55,000		
Interest	2,888		
1984 Special Assessments - UDID	30,000	30,000	35,000
Principal			
Interest	21,575	18,695	15,785
1995 Capital Facilities & Equipment			300,000
Interest			12,355
Principal			40,000
<b>Total Debt Service</b>	<b>229,749</b>	<b>171,135</b>	<b>473,306</b>
			<b>952,355</b>

<b>Electric Fund</b>			
Northern California Power Association Bonds			
Principal	4,025,062		
Interest	9,702,982		
Transmission Agency of Northern California Bonds			
Principal	122,472		
Interest	452,832		
<b>Total Electric Fund</b>	<b>0</b>	<b>0</b>	<b>14,303,348</b>
			<b>16,670,375</b>

<b>Water Fund</b>			
1992 Construction Loan			
Principal	25,488	26,600	26,600
Interest			
<b>Total Water Fund</b>	<b>25,488</b>	<b>26,600</b>	<b>26,600</b>
			<b>516,987</b>

<b>Wastewater Fund</b>			
1965 Municipal Bonds - Series A	159,786	165,704	171,622
Principal			
Interest	17,554	11,806	6,007
1991 Certificates of Participation	100,000	110,000	110,000
Principal			
Interest	705,690	700,355	694,855
<b>Total Wastewater Fund</b>	<b>983,030</b>	<b>987,865</b>	<b>982,484</b>
			<b>803,818</b>

<b>Total Debt Service Requirements</b>	<b>1,238,267</b>	<b>1,185,600</b>	<b>15,785,738</b>
			<b>18,943,535</b>

**Section G**  
**CHANGES IN FUND BALANCE**

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## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **CHANGES IN FUND BALANCE**

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This section summarizes revenues, expenditures and changes in fund balance for each of the City's operating funds. Changes in fund balance are provided for the last completed fiscal year (1993-94); for the current fiscal year (1994-95); and the two years covered by the 1995-97 Financial Plan and Budget.

The following schedules are included in this section:

#### **Combining Fund Balance Statements**

All Funds Combined

#### **Individual Fund Balance Statements**

General Fund

Special Revenue Funds

Library Fund

Street Fund

Transportation Development Act Fund

Block Grant Fund (CDBG)

Police Special Revenue Fund

Capital Project Funds

Capital Project Fund

Equipment Fund

Debt Service Fund

Enterprise Funds

Water Utility Services

Wastewater Utility Services

Electric Utility Services

Transit Fund

Camp Hutchins Fund

Internal Service Funds

Benefits Fund

Self Insurance Fund

Trust Fund

The description of the City's funds is further described on the following pages.



## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **DESCRIPTION OF THE CITY'S FUNDS**

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In accordance with generally accepted accounting principles, the City's financial reporting system is organized on a fund basis consisting of three major fund types - Governmental, Proprietary and Fiduciary - and two self-balancing Account Groups; General Fixed Assets and General Long Term Liability. The City various funds have been established in order to segregate and identify those financial transactions and resources associated with providing specific activities or programs in conformance with special regulations, restrictions, or limitations. The following funds are included in the Financial Plan; additional descriptions of each fund type are provided in the Budget Glossary (Section I):

#### **Governmental Funds**

Most of the City's programs and functions are provided and financed through the following Governmental Funds, which are distinguished by their measurement focus on determining financial position and changes in financial position, rather than upon determining net income:

- |                                |                         |
|--------------------------------|-------------------------|
| * General Fund                 | * Debt Service Fund     |
| * Special Revenue Fund         | * Capital Project Funds |
| Library                        | Capital Outlay          |
| Street Tax                     | Equipment               |
| Transportation Development Act |                         |
| Block Grant Fund (CDBG)        |                         |
| Police Special Revenue Fund    |                         |

#### **Enterprise Funds**

Enterprise funds are distinguished from Governmental Funds by their similarity to private sector enterprises, as it is intended that the cost of providing services will be financed or recovered primarily through use charges. The following enterprise funds are used by the City:

- |              |              |
|--------------|--------------|
| * Electric   | * Wastewater |
| * Water      | * Transit    |
| * Child Care |              |

#### **Internal Service Funds**

Internal Service funds exist to account for, measure and generally recover the cost of centralized services established to provide goods and services to other operating activities. The following Internal Service funds are used by the City:

- |                 |                       |
|-----------------|-----------------------|
| * Benefits Fund | * Self-Insurance Fund |
|-----------------|-----------------------|

1995-97 FINANCIAL PLAN AND BUDGET

CHANGES IN FUND BALANCE - ALL FUND COMBINED

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues	16,245,478	16,508,985 ✓	17,663,100	17,829,500
Licenses and Permits	410,954	355,600 ✓	381,300	381,300
Fines and Forfeitures	100,550	86,400 ✓	93,400	93,400
Investment/Property Revenues	1,516,148	1,485,200 ✓	1,991,200	1,991,200
Revenue from Others	4,276,104	5,568,477 ✓	6,757,440	6,218,740
Service Charges	44,663,124	46,175,906	47,617,455	47,596,455
Other Revenue	676,785	557,010	332,479	154,850
<b>Total Revenue</b>	<b>67,889,143</b>	<b>70,737,578</b>	<b>74,836,374</b>	<b>74,265,445</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety	9,646,101	10,141,795	10,173,730	10,217,905
Public Utilities	10,572,366	12,270,484	12,590,115	12,392,890
Transportation	2,626,932	2,763,735	3,020,635	2,948,560
Leisure, Cultural and Social Services	3,732,720	3,963,478	4,199,310	4,181,635
Community and Economic Development	1,582,958	1,547,539	1,815,085	1,757,750
General Government	6,980,717	8,510,429	8,790,711	8,773,899
<b>Total Operating Programs</b>	<b>35,141,793</b>	<b>39,197,460</b>	<b>40,589,586</b>	<b>40,272,639</b>
Bulk Power Purchase	26,559,666	26,709,000	28,393,500	28,744,500
Other Purchases	0	0	0	0
Capital Projects	4,205,645	4,308,055	14,184,425	12,297,847
Debt Service	1,176,035	1,145,676	1,378,397	2,158,160
<b>Total Expenditures</b>	<b>67,083,139</b>	<b>71,360,191</b>	<b>84,545,908</b>	<b>83,473,146</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>806,004</b>	<b>(622,613)</b>	<b>(9,709,534)</b>	<b>(9,207,701)</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	18,605,369	5,476,233	6,821,867	7,186,902
Operating Transfers Out	(18,605,369)	(5,476,233)	(6,821,867)	(7,186,902)
Other Sources (Uses)	2,649,494	(120,401)	3,267,561	3,764,321
Proceeds from Debt Financing	0	0	8,600,000	4,300,000
<b>Total Other Sources (Uses)</b>	<b>2,649,494</b>	<b>(120,401)</b>	<b>11,867,561</b>	<b>8,064,321</b>
<b>Fund Balance Beginning of the Year</b>	<b>22,612,102</b>	<b>26,067,600</b>	<b>25,324,586</b>	<b>27,482,613</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service	254,528	256,478	258,427	260,327
Designated Reserve	17,003,780	16,530,560	18,881,610	17,315,130
Unreserved	8,809,291	8,537,548	8,342,576	8,763,776
<b>Total Fund Balance</b>	<b>26,067,599</b>	<b>25,324,586</b>	<b>27,482,613</b>	<b>26,339,233</b>

1995-97 FINANCIAL PLAN AND BUDGET

CHANGES IN FUND BALANCE - GENERAL FUND

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues	14,531,704	14,237,800	14,650,000	15,052,500
Licenses and Permits	410,954	355,600	381,300	381,300
Fines and Forfeitures	100,550	86,400	93,400	93,400
Investment/Property Revenues	347,241	469,500	398,905	398,905
Revenue from Others	2,243,584	2,012,000	2,460,900	2,342,900
Service Charges	1,075,706	1,140,331	1,219,800	1,219,800
Other Revenue	64,721	250,000	30,350	30,350
<b>Total Revenue</b>	<b>18,774,459</b>	<b>18,551,631</b>	<b>19,234,655</b>	<b>19,519,155</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety	9,636,678	10,141,795	10,173,730	10,217,905
Public Utilities				
Transportation	2,170,905	2,254,090	2,355,440	2,294,115
Leisure, Cultural and Social Services	2,763,984	2,876,725	2,994,025	2,974,020
Community and Economic Development	1,582,958	1,547,539	1,815,085	1,757,750
General Government	5,210,192	5,106,204	5,379,976	5,363,164
<b>Total Operating Programs</b>	<b>21,364,716</b>	<b>21,926,353</b>	<b>22,718,256</b>	<b>22,606,954</b>
Bulk Power Purchase	0	0	0	0
Other Purchases	0	0	0	0
Capital Projects	0	0	0	0
Debt Service				
<b>Total Expenditures</b>	<b>21,364,716</b>	<b>21,926,353</b>	<b>22,718,256</b>	<b>22,606,954</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(2,590,256)</b>	<b>(3,374,722)</b>	<b>(3,483,601)</b>	<b>(3,087,799)</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	4,891,388	3,280,726	3,466,308	3,466,308
Operating Transfers Out	(1,506,306)	(647,441)	(945,892)	(945,892)
Other Sources (Uses)	592,622	778,265	965,000	965,000
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>3,977,704</b>	<b>3,411,550</b>	<b>3,485,416</b>	<b>3,485,416</b>
<b>Fund Balance Beginning of the Year</b>	<b>1,272,911</b>	<b>2,660,359</b>	<b>2,697,187</b>	<b>2,699,002</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service		300,000	400,000	400,000
Designated Reserve				
Unreserved	2,660,359	2,397,187	2,299,002	2,696,619
<b>Total Fund Balance</b>	<b>2,660,359</b>	<b>2,697,187</b>	<b>2,699,002</b>	<b>3,096,619</b>

## 1995-97 FINANCIAL PLAN AND BUDGET

## CHANGES IN FUND BALANCE - LIBRARY FUND

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues	813,255	809,100	858,000	883,000
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	14,912	34,000	10,000	10,000
Revenue from Others	55,513	45,000	45,000	45,000
Service Charges				
Other Revenue	54,181	49,000	48,000	48,000
<b>Total Revenue</b>	<b>937,861</b>	<b>937,100</b>	<b>961,000</b>	<b>986,000</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services	877,707	982,698	1,082,885	1,085,165
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>877,707</b>	<b>982,698</b>	<b>1,082,885</b>	<b>1,085,165</b>
Bulk Power Purchase	0	0	0	0
Other Purchases	0	0	0	0
Capital Projects	0	0	121,950	135,000
Debt Service				
<b>Total Expenditures</b>	<b>877,707</b>	<b>982,698</b>	<b>1,204,835</b>	<b>1,220,165</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>60,154</b>	<b>(45,598)</b>	<b>(243,835)</b>	<b>(234,165)</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	259	0	0	0
Operating Transfers Out	(38,754)	(147,396)	(129,380)	(129,380)
Other Sources (Uses)	(3,567)			
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>(42,062)</b>	<b>(147,396)</b>	<b>(129,380)</b>	<b>(129,380)</b>
<b>Fund Balance Beginning of the Year</b>	<b>750,872</b>	<b>768,964</b>	<b>575,970</b>	<b>202,755</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve		364,652	364,652	364,652
Unreserved	768,964	211,318	(161,897)	(525,442)
<b>Total Fund Balance</b>	<b>768,964</b>	<b>575,970</b>	<b>202,755</b>	<b>(160,790)</b>

**1995-97 FINANCIAL PLAN AND BUDGET**

**CHANGES IN FUND BALANCE - STREET FUND**

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues	448,343	507,200	517,200	517,200
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	147,353	107,550	193,595	193,595
Revenue from Others	1,150,237	1,750,800	1,887,900	1,380,200
Service Charges	739,106	518,000	518,000	518,000
Other Revenue	3,449	0	0	0
<b>Total Revenue</b>	<b>2,488,488</b>	<b>2,883,550</b>	<b>3,116,695</b>	<b>2,608,995</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Bulk Power Purchase				
Other Purchases				
Capital Projects	0	1,763,000	2,534,034	2,026,334
Debt Service				
<b>Total Expenditures</b>	<b>0</b>	<b>1,763,000</b>	<b>2,534,034</b>	<b>2,026,334</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>2,488,488</b>	<b>1,120,550</b>	<b>582,661</b>	<b>582,661</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	1,859,277	176,749	586,098	586,098
Operating Transfers Out	(2,066,004)	(1,000,505)	(1,181,489)	(1,181,489)
Other Sources (Uses)	76,742	0	0	0
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>(129,986)</b>	<b>(823,756)</b>	<b>(595,391)</b>	<b>(595,391)</b>
<b>Fund Balance Beginning of the Year</b>	<b>1,836,791</b>	<b>4,195,293</b>	<b>4,492,087</b>	<b>4,479,357</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved	4,195,293	4,492,087	4,479,357	4,466,627
<b>Total Fund Balance</b>	<b>4,195,293</b>	<b>4,492,087</b>	<b>4,479,357</b>	<b>4,466,627</b>

# 1995-97 FINANCIAL PLAN AND BUDGET

## CHANGES IN FUND BALANCE - TRANSPORTATION DEVELOPMENT ACT FUND

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	(2,839)	9,700	775	775
Revenue from Others	339,799	973,500	1,035,240	1,035,240
Service Charges				
Other Revenue				
<b>Total Revenue</b>	<u>336,960</u>	<u>983,200</u>	<u>1,036,015</u>	<u>1,036,015</u>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Bulk Power Purchase				
Other Purchases				
Capital Projects	5,400	0	0	0
Debt Service				
<b>Total Expenditures</b>	<u>5,400</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Revenues/Expenditures (Over/Under)</b>	<u>331,560</u>	<u>983,200</u>	<u>1,036,015</u>	<u>1,036,015</u>
<b>Other Sources (Uses)</b>				
Operating Transfers In	140,886	0	0	0
Operating Transfers Out	(856,110)	(975,201)	(1,036,015)	(1,036,015)
Other Sources (Uses)	405,452	(84,347)	0	0
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<u>(309,772)</u>	<u>(1,059,548)</u>	<u>(1,036,015)</u>	<u>(1,036,015)</u>
<b>Fund Balance Beginning of the Year</b>	54,560	76,348	0	0
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve	76,348	0	0	0
Unreserved				
<b>Total Fund Balance</b>	<u>7</u>	<u>0</u>	<u>0</u>	<u>0</u>

# 1995-97 FINANCIAL PLAN AND BUDGET

## CHANGES IN FUND BALANCE - CDBG FUND

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues				
Revenue from Others	175,355	628,477	780,000	780,000
Service Charges				
Other Revenue				
<b>Total Revenue</b>	<b>175,355</b>	<b>628,477</b>	<b>780,000</b>	<b>780,000</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Bulk Power Purchase				
Other Purchases	0	0	0	0
Capital Projects	338,474	0	711,484	711,484
Debt Service				
<b>Total Expenditures</b>	<b>338,474</b>	<b>0</b>	<b>711,484</b>	<b>711,484</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(163,119)</b>	<b>628,477</b>	<b>68,516</b>	<b>68,516</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	293,747	0	0	0
Operating Transfers Out	(252,276)	(89,812)	(68,516)	(68,516)
Other Sources (Uses)	163,119	(538,665)	0	0
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>204,590</b>	<b>(628,477)</b>	<b>(68,516)</b>	<b>(68,516)</b>
<b>Fund Balance Beginning of the Year</b>	<b>(41,472)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved				
<b>Total Fund Balance</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>

1995-97 FINANCIAL PLAN AND BUDGET

CHANGES IN FUND BALANCE - POLICE SPECIAL REVENUE FUND

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	6,159	4,000	2,230	2,230
Revenue from Others	39,715	12,000	22,000	22,000
Service Charges				
Other Revenue				
<b>Total Revenue</b>	<b>45,874</b>	<b>16,000</b>	<b>24,230</b>	<b>24,230</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety	9,424	0	0	0
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>9,424</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Bulk Power Purchase</b>				
<b>Other Purchases</b>				
<b>Capital Projects</b>	<b>8,622</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>				
<b>Total Expenditures</b>	<b>18,046</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>27,828</b>	<b>16,000</b>	<b>24,230</b>	<b>24,230</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	0	0	0	0
Operating Transfers Out	(5,000)	(9,600)	0	0
Other Sources (Uses)	3,726	0	0	0
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>(1,274)</b>	<b>(9,600)</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Beginning of the Year</b>	<b>111,367</b>	<b>137,921</b>	<b>144,321</b>	<b>168,551</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved	137,921	144,321	168,551	192,781
<b>Total Fund Balance</b>	<b>137,921</b>	<b>144,321</b>	<b>168,551</b>	<b>192,781</b>



## CHANGES IN FUND BALANCE - CAPITAL OUTLAY FUND

	1993-94	1994-95 Adopted Budget	1995-96 Requested	1996-97 Proposed
<b>Revenues</b>				
Tax Revenues	0	606,800	1,287,000	1,324,500
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	131,892	13,365	196,590	196,590
Revenue from Others				
Service Charges	997,887	1,062,000	1,062,000	1,062,000
Other Revenue				
Total Revenue	1,129,779	1,682,165	2,545,590	2,583,090
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
Total Operating Programs	0	0	0	0
Bulk Power Purchase				
Other Purchases				
Capital Projects	1,692,763	131,950	7,743,030	6,900,000
Debt Service				
Total Expenditures	1,692,763	131,950	7,743,030	6,900,000
Revenues/Expenditures (Over/Under)	(562,984)	1,550,215	(5,197,440)	(4,316,910)
<b>Other Sources (Uses)</b>				
Operating Transfers In	3,912,302	0	0	0
Operating Transfers Out	(4,885,032)	(643,589)	(1,141,080)	(1,539,140)
Other Sources (Uses)	4,918	0	0	0
Proceeds from Debt Financing	0	0	8,600,000	4,300,000
Total Other Sources (Uses)	(967,812)	(643,589)	7,458,920	2,760,860
<b>Fund Balance Beginning of the Year</b>	4,699,337	3,168,541	4,075,167	6,336,647
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved				
Total Fund Balance	3,168,541	4,075,167	6,336,647	4,780,597

# 1995-97 FINANCIAL PLAN AND BUDGET

## CHANGES IN FUND BALANCE - EQUIPMENT FUND

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	0	0	0	0
Revenue from Others				
Service Charges				
Other Revenue				
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Bulk Power Purchase				
Other Purchases				
Capital Projects	132,275	216,425	729,520	580,460
Debt Service				
<b>Total Expenditures</b>	<b>132,275</b>	<b>216,425</b>	<b>729,520</b>	<b>580,460</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(132,275)</b>	<b>(216,425)</b>	<b>(729,520)</b>	<b>(580,460)</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	189,160	193,925	729,520	580,460
Operating Transfers Out	0	0	0	0
Other Sources (Uses)				
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>189,160</b>	<b>193,925</b>	<b>729,520</b>	<b>580,460</b>
<b>Fund Balance Beginning of the Year</b>	<b>295,026</b>	<b>351,911</b>	<b>329,411</b>	<b>329,411</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved	351,911	329,411	329,411	329,411
<b>Total Fund Balance</b>	<b>351,911</b>	<b>329,411</b>	<b>329,411</b>	<b>329,411</b>

**1995-97 FINANCIAL PLAN AND BUDGET**
**CHANGES IN FUND BALANCE - DEBT SERVICE FUND**

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues	256,983	170,575	173,300	52,300
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	2,149	2,200	1,955	1,955
Revenue from Others				
Service Charges				
Other Revenue	352,563	177,510	177,629	0
<b>Total Revenue</b>	<b>611,694</b>	<b>350,285</b>	<b>352,884</b>	<b>54,255</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Bulk Power Purchase				
Other Purchases				
Capital Projects				
Debt Service	405,160	348,335	650,935	952,355
<b>Total Expenditures</b>	<b>405,160</b>	<b>348,335</b>	<b>650,935</b>	<b>952,355</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>206,534</b>	<b>1,950</b>	<b>(298,051)</b>	<b>(898,100)</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	0	0	300,000	900,000
Operating Transfers Out	0	0	0	0
Other Sources (Uses)	(191,942)	0	0	0
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>(191,942)</b>	<b>0</b>	<b>300,000</b>	<b>900,000</b>
<b>Fund Balance Beginning of the Year</b>	<b>239,936</b>	<b>254,528</b>	<b>256,478</b>	<b>258,427</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service	254,528	256,478	258,427	260,327
Designated Reserve				
Unreserved				
<b>Total Fund Balance</b>	<b>254,528</b>	<b>256,478</b>	<b>258,427</b>	<b>260,327</b>

**1995-97 FINANCIAL PLAN AND BUDGET**
**CHANGES IN FUND BALANCE - WATER FUND**

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	39,871	43,050	89,475	89,475
Revenue from Others				
Service Charges	3,121,350	3,078,500	3,652,600	3,652,600
Other Revenue	63,712	10,000	10,000	10,000
<b>Total Revenue</b>	<b>3,224,933</b>	<b>3,131,550</b>	<b>3,752,075</b>	<b>3,752,075</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities	2,209,995	2,005,809	2,240,190	2,111,720
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>2,209,995</b>	<b>2,005,809</b>	<b>2,240,190</b>	<b>2,111,720</b>
Bulk Power Purchase				
Other Purchases				
Capital Projects	287,344	758,000	987,364	658,472
Debt Service	25,488	85,180	26,600	516,987
<b>Total Expenditures</b>	<b>2,522,827</b>	<b>2,848,989</b>	<b>3,254,154</b>	<b>3,287,179</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>702,106</b>	<b>282,561</b>	<b>497,921</b>	<b>464,896</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	1,105,673	0	0	0
Operating Transfers Out	(1,215,964)	(511,120)	(506,631)	(473,606)
Other Sources (Uses)	(163,954)	(165,654)	0	0
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>(274,245)</b>	<b>(676,774)</b>	<b>(506,631)</b>	<b>(473,606)</b>
<b>Fund Balance Begining of the Year</b>	<b>334,621</b>	<b>762,482</b>	<b>368,269</b>	<b>359,559</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve	762,482	368,269	359,559	350,849
Unreserved				
<b>Total Fund Balance</b>	<b>762,482</b>	<b>368,269</b>	<b>359,559</b>	<b>350,849</b>

# 1995-97 FINANCIAL PLAN AND BUDGET

## CHANGES IN FUND BALANCE - WASTEWATER FUND

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues	195,194	177,510	177,600	0
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	361,995	333,435	395,315	395,315
Revenue from Others				
Service Charges	3,534,160	3,106,600	3,446,600	3,446,600
Other Revenue	130,706	65,000	65,000	65,000
<b>Total Revenue</b>	<b>4,222,055</b>	<b>3,682,545</b>	<b>4,084,515</b>	<b>3,906,915</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities	2,196,243	2,460,015	2,567,025	2,523,220
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>2,196,243</b>	<b>2,460,015</b>	<b>2,567,025</b>	<b>2,523,220</b>
Bulk Power Purchase				
Other Purchases				
Capital Projects	330,799	530,280	458,198	303,422
Debt Service	745,387	712,161	700,862	688,818
<b>Total Expenditures</b>	<b>3,272,429</b>	<b>3,702,456</b>	<b>3,726,085</b>	<b>3,515,460</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>949,626</b>	<b>(19,911)</b>	<b>358,430</b>	<b>391,455</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	4,162,051	0	33,025	0
Operating Transfers Out	(4,414,543)	(372,386)	(394,805)	(394,805)
Other Sources (Uses)	(176,154)	(110,000)	0	0
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>(428,646)</b>	<b>(482,386)</b>	<b>(361,780)</b>	<b>(394,805)</b>
<b>Fund Balance Beginning of the Year</b>	<b>4,524,251</b>	<b>5,045,231</b>	<b>4,542,934</b>	<b>4,539,584</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve	5,045,231	4,542,934	4,539,584	4,536,234
Unreserved				
<b>Total Fund Balance</b>	<b>5,045,231</b>	<b>4,542,934</b>	<b>4,539,584</b>	<b>4,536,234</b>

# 1995-97 FINANCIAL PLAN AND BUDGET

## CHANGES IN FUND BALANCE - ELECTRIC FUND

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	348,565	351,400	532,255	532,255
Revenue from Others				
Service Charges	34,862,063	35,284,500	35,364,855	35,330,855
Other Revenue	7,453	5,500	1,500	1,500
<b>Total Revenue</b>	<b>35,218,080</b>	<b>35,641,400</b>	<b>35,898,610</b>	<b>35,864,610</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities	6,166,127	7,804,660	7,782,900	7,757,950
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>6,166,127</b>	<b>7,804,660</b>	<b>7,782,900</b>	<b>7,757,950</b>
Bulk Power Purchase	26,559,666	26,709,000	28,393,500	28,744,500
Other Purchases	0	0	0	0
Capital Projects	1,139,079	908,400	898,845	982,675
Debt Service				
<b>Total Expenditures</b>	<b>33,864,872</b>	<b>35,422,060</b>	<b>37,075,245</b>	<b>37,485,125</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>1,353,209</b>	<b>219,340</b>	<b>(1,176,635)</b>	<b>(1,620,515)</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	1,708,807	256,700	52,880	0
Operating Transfers Out	(3,201,512)	(1,000,064)	(1,178,806)	(1,178,806)
Other Sources (Uses)	551,413		2,302,561	2,799,321
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>(941,292)</b>	<b>(743,364)</b>	<b>1,176,635</b>	<b>1,620,515</b>
<b>Fund Balance Beginning of the Year</b>	<b>5,690,459</b>	<b>6,102,376</b>	<b>5,578,352</b>	<b>5,578,352</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve	6,102,376	5,578,352	5,578,352	5,578,352
Unreserved				
<b>Total Fund Balance</b>	<b>6,102,376</b>	<b>5,578,352</b>	<b>5,578,352</b>	<b>5,578,352</b>

**1995-97 FINANCIAL PLAN AND BUDGET**

**CHANGES IN FUND BALANCE - TRANSIT FUND**

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	2,444	3,600	40,235	40,235
Revenue from Others	92,692	21,700	476,400	563,400
Service Charges	62,376	52,000	140,000	153,000
Other Revenue				
<b>Total Revenue</b>	<b>157,512</b>	<b>77,300</b>	<b>656,635</b>	<b>756,635</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation	456,027	509,645	665,195	654,445
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>456,027</b>	<b>509,645</b>	<b>665,195</b>	<b>654,445</b>
Bulk Power Purchase				
Other Purchases				
Capital Projects	35,095	0	0	0
Debt Service				
<b>Total Expenditures</b>	<b>491,122</b>	<b>509,645</b>	<b>665,195</b>	<b>654,445</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(333,610)</b>	<b>(432,345)</b>	<b>(8,560)</b>	<b>102,190</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	0	737,145	385,061	385,061
Operating Transfers Out	(3,640)	(79,119)	(239,253)	(239,253)
Other Sources (Uses)	322,603	0	0	0
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>318,963</b>	<b>658,026</b>	<b>145,808</b>	<b>145,808</b>
<b>Fund Balance Beginning of the Year</b>	<b>106,827</b>	<b>92,180</b>	<b>317,861</b>	<b>455,109</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved	92,180	317,861	455,109	703,107
<b>Total Fund Balance</b>	<b>92,180</b>	<b>317,861</b>	<b>455,109</b>	<b>703,107</b>

1995-97 FINANCIAL PLAN AND BUDGET

CHANGES IN FUND BALANCE - CHILD CARE SERVICE FUND

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	280	0	705	705
Revenue from Others				
Service Charges	0	104,055	123,700	123,700
Other Revenue				
<b>Total Revenue</b>	<b>280</b>	<b>104,055</b>	<b>124,405</b>	<b>124,405</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services	91,029	104,055	122,400	122,450
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>91,029</b>	<b>104,055</b>	<b>122,400</b>	<b>122,450</b>
<b>Bulk Power Purchase</b>				
<b>Other Purchases</b>				
<b>Capital Projects</b>				
<b>Debt Service</b>				
<b>Total Expenditures</b>	<b>91,029</b>	<b>104,055</b>	<b>122,400</b>	<b>122,450</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(90,750)</b>	<b>0</b>	<b>2,005</b>	<b>1,955</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	762	0	0	0
Operating Transfers Out	0	0	0	0
<b>Other Sources (Uses)</b>	<b>93,885</b>	<b>0</b>	<b>0</b>	<b>0</b>
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>94,647</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Beginning of the Year</b>	<b>0</b>	<b>3,897</b>	<b>3,897</b>	<b>5,902</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved	3,897	3,897	5,902	7,857
<b>Total Fund Balance</b>	<b>3,897</b>	<b>3,897</b>	<b>5,902</b>	<b>7,857</b>



# 1995-97 FINANCIAL PLAN AND BUDGET

## CHANGES IN FUND BALANCE - BENEFITS FUND

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	10,778	10,300	29,450	29,450
Revenue from Others				
Service Charges	246,277	1,829,920	2,089,900	2,089,900
Other Revenue				
<b>Total Revenue</b>	<b>257,055</b>	<b>1,840,220</b>	<b>2,119,350</b>	<b>2,119,350</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government	66,363	2,071,220	2,130,010	2,130,010
<b>Total Operating Programs</b>	<b>66,363</b>	<b>2,071,220</b>	<b>2,130,010</b>	<b>2,130,010</b>
Bulk Power Purchase				
Other Purchases				
Capital Projects	235,219	0	0	0
Debt Service				
<b>Total Expenditures</b>	<b>301,582</b>	<b>2,071,220</b>	<b>2,130,010</b>	<b>2,130,010</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(44,527)</b>	<b>(231,000)</b>	<b>(10,660)</b>	<b>(10,660)</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	0	245,300	108,750	108,750
Operating Transfers Out	(45,745)	0	0	0
Other Sources (Uses)	54,254	0	0	0
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>8,509</b>	<b>245,300</b>	<b>108,750</b>	<b>108,750</b>
<b>Fund Balance Beginning of the Year</b>	<b>296,546</b>	<b>260,528</b>	<b>274,828</b>	<b>372,918</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved	260,528	274,828	372,918	471,008
<b>Total Fund Balance</b>	<b>260,528</b>	<b>274,828</b>	<b>372,918</b>	<b>471,008</b>

**1995-97 FINANCIAL PLAN AND BUDGET**
**CHANGES IN FUND BALANCE - SELF INSURANCE FUND**

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	78,026	74,700	72,130	72,130
Revenue from Others	179,210	125,000	50,000	50,000
Service Charges	24,201	0	0	0
Other Revenue				
<b>Total Revenue</b>	<b>281,437</b>	<b>199,700</b>	<b>122,130</b>	<b>122,130</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government	1,704,163	1,333,005	1,280,725	1,280,725
<b>Total Operating Programs</b>	<b>1,704,163</b>	<b>1,333,005</b>	<b>1,280,725</b>	<b>1,280,725</b>
Bulk Power Purchase				
Other Purchases				
Capital Projects				
Debt Service				
<b>Total Expenditures</b>	<b>1,704,163</b>	<b>1,333,005</b>	<b>1,280,725</b>	<b>1,280,725</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(1,422,726)</b>	<b>(1,133,305)</b>	<b>(1,158,595)</b>	<b>(1,158,595)</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	341,057	585,688	1,160,225	1,160,225
Operating Transfers Out	(114,385)	0	0	0
Other Sources (Uses)	926,580	0	0	0
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>1,153,252</b>	<b>585,688</b>	<b>1,160,225</b>	<b>1,160,225</b>
<b>Fund Balance Beginning of the Year</b>	<b>2,118,277</b>	<b>1,848,803</b>	<b>1,301,186</b>	<b>1,302,816</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve	1,848,803	1,301,186	1,302,816	1,304,446
Unreserved				
<b>Total Fund Balance</b>	<b>1,848,803</b>	<b>1,301,186</b>	<b>1,302,816</b>	<b>1,304,446</b>

1995-97 FINANCIAL PLAN AND BUDGET

CHANGES IN FUND BALANCE - TRUST AND AGENCY FUND

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	27,321	28,400	27,585	27,585
Revenue from Others				
Service Charges				
Other Revenue				
<b>Total Revenue</b>	<b>27,321</b>	<b>28,400</b>	<b>27,585</b>	<b>27,585</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Bulk Power Purchase				
Other Purchases				
Capital Projects	575	0	0	0
Debt Service				
<b>Total Expenditures</b>	<b>575</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>26,745</b>	<b>28,400</b>	<b>27,585</b>	<b>27,585</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	0	0	0	0
Operating Transfers Out	(98)	0	0	0
Other Sources (Uses)	(10,202)	0	0	0
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>(10,300)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Beginning of the Year</b>	<b>321,793</b>	<b>338,238</b>	<b>366,638</b>	<b>394,223</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved	338,238	366,638	394,223	421,808
<b>Total Fund Balance</b>	<b>338,238</b>	<b>366,638</b>	<b>394,223</b>	<b>421,808</b>

**Section H**  
**FINANCIAL AND STATISTICAL TABLES**

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## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **FINANCIAL AND STATISTICAL TABLES**

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This section contains summaries which integrate the other sections of the Financial Plan as well as supplemental and statistical information. Generally each schedule provides information for four years. The following schedules are included in this section:

- \* Appropriation Spending Limit
- \* Revenues by Major Category and Source
- \* Summary of Interfund Transactions
- \* Summary of Regular Positions By Mission
- \* Summary of Temporary Positions By Mission
- \* Summary of Regular Positions By Department
- \* Summary of Operating Program Changes
- \* Demographic and Statistical Data

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **APPROPRIATION SPENDING LIMIT**

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#### **BACKGROUND**

During any fiscal year, the city may not appropriate tax revenues in excess of the Appropriation Limit defined in Article XIII B of the State Constitution. Tax revenues which exceed the Limit may be carried forward to the next fiscal year to offset a shortfall in the Appropriation Limit. Any excess funds remaining after the second year have to be returned to the taxpayers by reducing tax rates or fees. A majority of voters may approve an "override" to increase the Limit up to a maximum of four years.

The amount of tax revenue which can be appropriated in any fiscal year is determined based on formulas provided in Article XIII B. The growth in revenues is based on actual appropriations in Fiscal Year 1978-79 and adjusted for growth of population and inflation. Not all revenues are restricted by the Limit; only revenues which are considered proceeds of taxes are subject to this limitation.

In addition, proceeds of taxes are allowed to be spent on several types of appropriations and are not included in the Limit. For instance, tax proceeds for voter approved debt, costs of complying with court orders, certain federal mandates and qualified capital outlay are excluded and do not count against the Limit.

To ensure that taxes are counted in the Appropriation Limit of only one agency of government, Article XIII B and Government Code Section 7903 require that if the State provides funds to a local government with no strings attached, these revenues will be counted as "State Subventions" and will not be included in the calculation of the local agency. If the State specifies that the funds are restricted in their use, such as Gas Tax, they are to be counted in the State's Limit.

The statutes require the adoption of the Appropriation Limit by resolution of the City Council with a recorded vote regarding which of the annual adjustment factors have been selected. The adoption is done at a regular meeting or a noticed special meeting. There is no required hearing or public notice. The documentation used to compute the Limit must be available to the public at least 15 days prior to the meeting. Once the Limit is adopted, the public has 45 days from the effective date of the resolution to initiate judicial action regarding the Limit.

Once the Appropriation Limit is adopted, there are two publication requirements:

- \* The Limitation must be published in the annual budget
- \* An informational form filed with the Annual Statement of Transactions no later than 90 days after the start of the fiscal year.

#### **APPROPRIATION LIMIT 1995-96**

The Appropriation Limit for the fiscal year 1995-96 is \$ 38,739,012 and computed based on growth factors provided by the State Department of Finance. The inflation used to calculate growth was 1.0472 % and the population growth used was 1.0131%. The appropriations subject to limit for 1995-96 is \$ 18,583,360 and is under the Limit by \$ 20,155,652.

The calculations used to establish the Appropriation Limit and appropriations subject to limit are available in the Finance Department for public inspection and review.

**1995-97 FINANCIAL PLAN AND BUDGET****APPROPRIATIONS SPENDING LIMIT****1995-96 APPROPRIATIONS SPENDING LIMIT**

			1995-96 AMOUNT
Last year's limit			36,515,234
Adjustment Factor's			
	1 Population %	1.01%	
	2 Inflation %	1.05%	
Total Adjustment			1.06%
Annual Adjustment			2,223,778
Other Adjustment			None
Total Adjustment			2,223,778
1995-96 APPROPRIATIONS SPENDING LIMIT			\$38,739,012

**1995-96 APPROPRIATIONS SUBJECT TO LIMITATION**

		1995-96 AMOUNT
Proceeds of Taxes		18,705,860
Exclusions		122,500
Appropriations Subject to Limitation		18,583,360
Current Year Limit		38,739,012
Over (Under) Limit		(20,155,652)

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **Revenues By Major Category and Source**

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The preparation of revenue projections is predicated on the fact that the City wants to project revenues realistically but conservatively. The City has determined that based on its' financial projections for the next two fiscal years, the City can fund known increases in compensation, operating expenses and capital projects. In preparing these revenue projections, which directly impact the estimated available fund balance, the following information was considered:

- Departmental projections.
- Prior year experience.
- Analysis of actual revenues and expenditures.

Several factors were considered in conjunction with the above information:

1. Revenues tied to construction activity can swing significantly up and down based on demand for housing and commercial facilities.
2. Several items are difficult to predict, including year-end encumbrances, other reserve amounts, and revenues accrued at year-end which have been earned but not received. This is particularly true of utility revenues for water, sewer and electric services.
3. Revenues proposed in 1996-97 are assumed to be the same as the 1995-96 except when revenue is specifically tied to projected expenditures and/or the City can identify specific justification for the increase other than inflation or growth.

The following is a discussion of the City's primary revenues in the 1995-97 Financial Plan and Budget.

#### **PROPERTY TAX**

The authority to levy property tax is contained in Article XIII and XIII A of the California Constitution and Sections 1 - 6000 of the Revenue and Taxation Code. The County Assessor assesses property, the County Tax Collector collects the tax, and the County Auditor distributes the tax. The property tax is imposed on real property and tangible personal property located within the State. Property is assessed by the County Assessor, except for certain public utility properties which are assessed by the State Board of Equalization. The property is assessed annually as of 12:01 a.m. on March 1 by the County and January 1 by the State Board of Equalization. The tax rate for real property is 1% of the property's value plus rates imposed to fund voter approved indebtedness. The City receives approximately 21 cents of every dollar collected from property assessed in the City. No additional property tax may be imposed without voter approval.

The projected increase in property tax is \$244,300 or 6% in 1995-96 and \$125,000 or 3% in 1996-97. This projection is based on information obtained from the County Assessor's Office.



## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **Revenues By Major Category and Source**

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#### **SALES AND USE TAX**

The authority to levy sales and use tax is contained in Article XIII, Section 29 of the California Constitution, Section 7200 of the Revenue and Taxation Code and Section 37101 of the Government Code. This tax is administered by the State Board of Equalization and is imposed on retailers for the privilege of selling at retail. The tax is based on the sales price of any taxable transaction of tangible personal property. Leases are considered to be a continuing sale or use and are subject to taxation. The tax rate within San Joaquin County is 7.75% of which the City is directly entitled to 1%.

The sales and use tax is projected to increase \$290,000 or 5.5% in 1995-96 and \$110,000 or 2% in 1996-97. This projection is based on information supplied by the firm of Hinderleiter and DeLamas who prepares annual sales tax projections for the City.

#### **IN-LIEU FRANCHISE TAX**

The City imposes an "in-lieu franchise tax" on city owned utilities (electric, water and sewer) as provided in Section 6001 and 6201 of the Public Utilities Code. This tax is administered by the City and applied to City owned utilities similar to privately owned utilities for the privilege of doing business in the City.

The "in-lieu franchise tax" is used solely to finance general government services and is projected to increase \$112,300 or 2% in 1995-96 and remain flat in 1996-97. This is due in part to preliminary estimates of electric service revenues and a decrease in the tax rate for the water service.

#### **BUSINESS LICENSE TAX**

The authority to levy a business license tax is contained in Section 37101 of the Government Code and Section 16000 of the Business and Professions Code. This tax is imposed on businesses for the privilege of conducting business within the City. Prior to budget year 1995-96 the tax used was a flat rate tax based on number of employees. Beginning with budget year 1995-96, the tax will be based on gross receipts and is projected to increase \$460,000 in 1995-96 and \$230,000 in 1996-97. Because the City did not have accurate information on gross receipts to project revenues, these are estimates that may need to be revised.

#### **INVESTMENT EARNINGS**

The City invests its' surplus funds of approximately \$30 million with the State Treasurer's Office and in U.S. Treasury instruments as provided by the City's Investment Policy. Based on an estimated return of approximately 5.5%, the City estimates that investment earnings will increase \$577,300 over the original estimate for 1994-95. The increase in investment earnings is due to the dramatic increase in interest rates over the last 18 months.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **Revenues By Major Category and Source**

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#### **MOTOR VEHICLE IN-LIEU TAX**

The motor vehicle in-lieu tax is authorized under Article XIX, Section 3 of the California Constitution and Sections 10751 and 11005 of the Revenue and Taxation Code. This tax is administered by the State Department of Motor Vehicles. This is a special license fee equivalent to 2% of the market rate of motor vehicles imposed annually in lieu of local property taxes. The city receives 18.75% of the tax collected for vehicles registered in the City of Lodi. This tax is estimated to increase \$16,500 or 1% in budget year 1995-96 and remain flat in 1996-97 based on information received from the State Controller's Office.

#### **WATER, SEWER AND ELECTRIC UTILITY FEES**

The City charges 100% of the cost for providing utility services. These fees are based on the cost of operating and maintaining each system and are charged monthly based on a rate schedule. The cost of expanding the system is not charged to current customers but to the customer responsible for the expansion of the system, whether a new resident/business or an existing resident/business. Utility service fees are expected to increase \$900,100 or 2.3% in 1995-96 and remain flat in 1996-97. This increase is due to a rate change in the Water Utility and the anticipated expansion of the Water and Sewer systems. The City anticipates that the Revenues in the Electric system will decrease over the next two years to reflect market rates under deregulation. Electric rates and revenues will be presented to the City Council after completion of a separate study by City staff this Fall.

#### **PARK AND RECREATION FEES**

The City charges from 0% to 100% of the cost of providing recreation and park services in accordance with City Council budget policy for fees. In 1994, the Council approved a fee policy which increased City revenues and decreased the subsidy by the taxpayer for these services. Accordingly, the City anticipates these revenues will increase \$79,000 or 16% in 1995-96 and remains flat in 1996-97. Total park and recreation revenues are approximately 24% of the total direct cost of providing these services.

# 1995-97 FINANCIAL PLAN AND BUDGET

## REVENUES BY MAJOR CATEGORY AND SOURCE

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>TAX REVENUES</b>				
Property Tax	4,757,970	4,045,700	4,290,000	4,415,000
Property Tax Bond Redemption	387,136	299,950	300,100	0
Special Assessment	65,041	48,135	50,800	52,300
Sales & Use Tax	5,220,919	5,270,000	5,560,000	5,670,000
Public Safety Sales Tax (Prop 172)	97,943	137,900	137,900	137,900
Street Maintenance Sales Tax (K)	448,343	507,200	517,200	517,200
Transit Lodging Tax	246,649	242,600	262,000	262,000
Waste Removal Franchise Tax	245,532	247,200	245,000	245,000
Industrial Franchise	24,743	24,500	22,000	22,000
Gas Franchise	108,546	108,500	108,500	108,500
Cable TV Franchise	118,010	118,000	118,000	118,000
Electric Franchise	10,989	10,900	10,900	10,900
In-Lieu Franchise - Electric	3,218,690	4,160,000	4,174,800	4,174,800
In-Lieu Franchise - Sewer	385,000	609,000	690,800	690,800
In-Lieu Franchise - Water	750,000	531,400	547,100	547,100
Business Tax	91,826	90,000	550,000	780,000
Real Property Transfer Tax	68,145	58,000	78,000	78,000
<b>Total Tax Revenues</b>	<b>16,245,478</b>	<b>16,508,985</b>	<b>17,663,100</b>	<b>17,829,500</b>
<b>LICENSES AND PERMITS</b>				
Animal License	7,876	8,500	35,000	35,000
Bicycle License	1,901	2,500	2,500	2,500
Alarm Permits	1,675	1,500	1,200	1,200
Building Permits	266,688	230,000	230,000	230,000
Transportation Permit	1,960	1,600	1,600	1,600
Electric Permits	42,794	38,400	38,400	38,400
Mechanical Permits (Gas)	27,804	22,900	22,900	22,900
Plumbing Permits	24,875	24,200	24,200	24,200
Industrial Refuse Collection Permit	250	1,000	500	500
Parking Permits	35,130	25,000	25,000	25,000
<b>Total Licenses and Permits</b>	<b>410,954</b>	<b>355,600</b>	<b>381,300</b>	<b>381,300</b>
<b>FINES AND FORFEITURES</b>				
Vehicle Code Fines	56,376	52,000	45,000	45,000
Court Fines	7,370	3,400	3,400	3,400
Parking Fines	28,262	30,000	33,000	33,000
Parking Fines - DMV Hold	8,542	1,000	12,000	12,000
False Alarm Penalty	0	0	0	0
<b>Total Fines and Forfeitures</b>	<b>100,550</b>	<b>86,400</b>	<b>93,400</b>	<b>93,400</b>
<b>INVESTMENT/PROPERTY REVENUES</b>				
Investment Earnings	1,203,156	1,109,400	1,686,700	1,686,700
Sale of City Property	6,053	8,800	9,500	9,500
Sale of System (Joint Pole-Elec)	0	80,000	50,000	50,000
Rent of City Property	306,938	287,000	245,000	245,000
<b>Total Investment/Property Revenues</b>	<b>1,516,148</b>	<b>1,485,200</b>	<b>1,991,200</b>	<b>1,991,200</b>

# 1995-97 FINANCIAL PLAN AND BUDGET

## REVENUES BY MAJOR CATEGORY AND SOURCE

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>REVENUE FROM OTHERS</b>				
Motor Vehicle In-Lieu Tax	1,971,562	1,761,700	1,778,200	1,778,200
Other Grants & Subventions	825	0	52,000	69,000
Police Training (POST)	39,199	78,000	68,000	68,000
Cracnet & Drug Suppression Grants	150,637	123,600	126,000	126,000
Asset Seizure	28,903	0	10,000	10,000
Auto Theft Revenue	10,812	12,000	12,000	12,000
State Hiway Maintenance	7,972	6,700	6,700	6,700
Gas Tax Subvention (2105)	302,074	302,300	308,700	308,700
Gas Tax Subvention (2106)	211,977	206,100	207,200	207,200
Gas Tax Subvention (2107)	430,058	425,400	443,100	443,100
Transportation Dev Act (Gen./Allot)	319,630	953,700	1,014,115	1,014,115
Transportation Dev Act (Ped/Bike)	20,169	19,800	21,125	21,125
State Transit Assistance	70,310	1,700	1,400	1,400
Federal Assistance Section IX	0	0	440,000	526,000
Surface Transportation (ISTEA)	0	579,000	570,000	0
Transportation - FAU Reimbursement	100,000	192,000	323,900	221,800
Street Maintenance SB 300	106,128	46,000	35,000	199,400
Dial-A-Ride Woodbridge	22,382	20,000	35,000	36,000
Parks & Recreation Grants/Allotment	0	0	0	0
State Mandates SB 90	72,596	42,000	20,000	20,000
CJPRMA Rebate	179,210	125,000	50,000	50,000
Community Development Block Grant	175,355	628,477	780,000	780,000
Library Grants	55,513	45,000	45,000	45,000
PERS Holding Account	792	0	410,000	275,000
<b>Total Revenue from Others</b>	<b>4,276,104</b>	<b>5,568,477</b>	<b>6,757,440</b>	<b>6,218,740</b>
<b>SERVICE FEES AND CHARGES</b>				
<b>Public Safety Fees</b>				
Fingerprinting	4,149	9,600	6,200	6,200
Police Record Fees	0	8,000	12,000	12,000
Vehicle Towing	16,530	12,000	46,000	46,000
Hazardous Material Drug Clean-up	0	6,500	6,500	6,500
Other Police Fees	4,813	0	12,500	12,500
Fire Department Services - Other	0	0	3,000	3,000
Animal Shelter Fees	3,546	3,400	6,600	6,600
<b>Total</b>	<b>29,038</b>	<b>39,500</b>	<b>92,800</b>	<b>92,800</b>
<b>Electric Operating Revenue</b>				
Domestic Residential	12,985,684	13,113,000	13,113,000	13,113,000
Small Commercial	4,544,547	4,571,500	4,621,000	4,621,000
Dusk to Dawn	39,218	39,100	39,000	39,000
Domestic Mobile Home	247,698	254,100	254,000	254,000
Large Commercial	7,884,561	7,891,500	7,966,000	7,966,000
Small Industrial	795,866	798,000	751,000	751,000
City Accounts	744,163	744,000	744,000	744,000
Medium Industrial	2,800,916	2,806,000	2,806,000	2,806,000
Large Industrial	4,641,274	4,292,800	4,168,000	4,134,000
Residential Low Income	106,154	95,000	120,000	120,000
<b>Total</b>	<b>34,790,080</b>	<b>34,605,000</b>	<b>34,582,000</b>	<b>34,548,000</b>

# 1995-97 FINANCIAL PLAN AND BUDGET

## REVENUES BY MAJOR CATEGORY AND SOURCE

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Sewer Operating Revenues</b>				
City Accounts	13,616	13,600	13,700	13,700
Other Accounts	2,762,904	2,730,000	2,750,000	2,750,000
Sewer Connection Fees	673,682	300,000	628,900	628,900
Other Operating Income	0	0	0	0
Total	3,450,202	3,043,600	3,392,600	3,392,600
<b>Water Operating Revenues</b>				
City Accounts	21,302	16,300	20,000	20,000
Other Accounts	2,714,246	2,764,600	3,335,000	3,335,000
Other Operating Income	0	0	0	0
Total	2,735,549	2,780,900	3,355,000	3,355,000
<b>Non-Operating Utility Revenues</b>				
Revenue - Contract Work for City	0	572,500	742,855	742,855
Revenue - Contract Work for Others	0	50,000	20,000	20,000
Electric Capacity Revenues	4,426	6,000	20,000	20,000
Standby Service Revenues	67,557	51,000	0	0
Water Reimbursements	4,745	0	0	0
Water Tap Fees	75,332	72,600	72,600	72,600
Sewer Reimbursements	21,768	10,000	1,000	1,000
Sewer Tap Fees	4,055	11,000	11,000	11,000
Total	177,884	773,100	867,455	867,455
<b>Public Works Street Fees</b>				
Revenue - Contract Work for Others	0	0	0	0
Total	0	0	0	0
<b>Transit Fees</b>				
Dial-A-Ride Passenger Fares	62,376	52,000	140,000	153,000
Total	62,376	52,000	140,000	153,000
<b>Park and Recreation Fees</b>				
Revenue from Playgrounds	49,083	22,356	100,000	100,000
Revenue from Youth/Teen Sports	0	11,270	35,000	35,000
Revenue - Indoor/Outdoor Activities	0	17,328	25,300	25,300
Revenue from Aquatics	59,803	38,072	38,100	38,100
Revenue from Adult Sports	61,757	107,205	104,200	104,200
Revenue from Specialty Classes	0	13,000	22,000	22,000
BOBS Reimbursements	29,677	21,000	21,000	21,000
Revenue from Lodi Lake Park	62,980	60,000	55,000	55,000
Other Park Fees	3,290	2,000	2,000	2,000
Rent - Park & Recreation Facilities	70,503	82,000	45,000	45,000
Camp Hutchins Fees	0	104,055	123,700	123,700
Park Maintenance - LUSD	24,590	14,000	0	0
Revenue - Contract Work for Others	11,684	1,000	1,000	1,000
Total	373,365	493,286	572,300	572,300

**1995-97 FINANCIAL PLAN AND BUDGET**
**REVENUES BY MAJOR CATEGORY AND SOURCE**

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>Community Center Fees</b>				
Swimming	41,170	45,000	45,000	45,000
Rents	57,715	95,000	95,000	95,000
Other Fees	75	10,000	10,000	10,000
Total	98,960	150,000	150,000	150,000
<b>Community Development Fees</b>				
Plan Check Fees	166,839	142,300	142,300	142,300
Planning Fees	37,492	30,500	30,500	30,500
Total	204,331	172,800	172,800	172,800
<b>Public Works Engineering Fees</b>				
Engineering Fees	52,520	66,000	30,000	30,000
Development Impact Fees	2,100,851	1,847,000	1,847,000	1,847,000
Special Inspections	0	3,000	3,000	3,000
Plans & Specs	4,385	1,500	4,500	4,500
Engineering Inspections	56,623	69,000	35,000	35,000
Total	2,214,378	1,986,500	1,919,500	1,919,500
<b>Administrative Fees</b>				
Late Payment - Utility Billing	226,273	216,000	233,400	233,400
Utility Connections	23,942	22,500	25,000	25,000
Photocopy Charges	0	4,000	18,000	18,000
Returned Check Charge	6,270	6,500	6,500	6,500
Total	256,485	249,000	282,900	282,900
<b>Benefit and Insurance Fees</b>				
COBRA Admin Fee	0	300	200	200
Medical Care	0	1,450,000	1,493,500	1,493,500
Retiree's Medical Care	0	0	140,000	140,000
Medical Co Pay	0	0	3,090	3,090
Dental Insurance	0	205,600	211,700	211,700
Vision Care	0	53,000	54,590	54,590
Chiropractic	0	33,000	33,990	33,990
Life Insurance	0	30,060	30,060	30,060
Accidental Death Insurance	0	4,000	4,000	4,000
Unemployment Insurance	0	43,260	43,260	43,260
Long Term Disability	0	7,000	7,210	7,210
Medical Insurance (COBRA Premium)	0	0	7,750	7,750
Dental Insurance (COBRA Premium)	0	4,000	500	500
Vision Insurance (COBRA Premium)	0	0	50	50
Chiropractic Ins (COBRA Premium)	0	0	50	50
Vision Care	46,996	0	0	0
Medical Co Pay	3,317	0	0	0
Dental Insurance	195,964	0	0	0
Medical Care	24,201	0	0	0
Employee Assistance Program (COBRA)	0	0	0	0
Flexible Spending Accounts	0	0	60,150	60,150
Total	270,478	1,830,220	2,090,100	2,090,100
<b>Total Service Fees and Charges</b>	<b>44,663,124</b>	<b>46,175,906</b>	<b>47,617,455</b>	<b>47,596,455</b>

# 1995-97 FINANCIAL PLAN AND BUDGET

## REVENUES BY MAJOR CATEGORY AND SOURCE

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>OTHER REVENUE</b>				
Damage to Property Reimbursements	13,721	10,000	10,000	10,000
Donations	8,490	4,000	4,000	4,000
PERS Refund	0	0	0	0
Library Fines, Fees & Gifts	49,813	49,000	48,000	48,000
Donations	4,368	0	0	0
Revenues NOC	247,831	316,500	91,500	91,500
Reimbursable Charges (Work-Others)	0	0	1,000	1,000
Debt Service - Revenue by Transfer	352,563	177,510	177,629	0
Extra Refuse	0	0	350	350
<b>Total Other Revenue</b>	<b>676,785</b>	<b>557,010</b>	<b>332,479</b>	<b>154,850</b>
<b>REVENUE TOTAL</b>	<b>67,889,143</b>	<b>70,737,578</b>	<b>74,836,374</b>	<b>74,265,445</b>

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **Interfund Transactions**

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#### **Cost Allocation Plan**

By policy the City accounts for all operating expenditures and revenues in a primary Fund. General government services are in the General Fund; water, sewer and electric services are in their respective Funds; transit services are in the Transit Fund; and, so on. The cost of providing support (personnel, finance, legal, city management, etc.) to enterprise fund activities, special revenue fund activities and capital fund projects is charged by interfund transfer as provided in the City's cost allocation plan.

In addition to support services, all eligible funds are charged a prorated share of the cost for liability and worker's compensation. The charge to each fund is based on level of impact projected on historical experience and known risk.

The purpose of the cost allocation plan is to identify the total cost of providing services. While there are different approaches to developing costs, the City has elected to use a "step down" cost-finding method. This is an informal cost accounting method used by many government agencies to determine the cost of services. No formal accounting entries are required during the year to record costs incurred in specific accounts. Instead, cost finding involves taking available accounting data and recasting it to derive costs. This methodology is best suited to costing general government services under accounting principles which focus on expenditures rather than on expenses.

In performing the cost allocations, all indirect costs have been allocated only to direct cost activities rather than using a more complex sequential allocation system. Although there are some conceptual difficulties with this approach, the end result is insignificant, and the cost of preparation, review and audit is significantly less.

#### **Other Transfers**

In addition to the distribution of costs between funds, the City also includes loans and some direct service charges in its interfund transfers. These transfers are not significant and have little impact on the financial condition of any one fund.



## INTERFUND TRANSACTIONS - OPERATING TRANSFERS

1993-94	1994-95	1995-96	Proposed
Actual	Adopted	Requested	

<b>GENERAL FUND</b>			
Operating Transfers In			
Cost of Services Transactions	0	2,455,668	2,455,668
General Bond Obligation	179,462		
Capital Outlay			
Library/City Council Adjustment	50,000	23,764	23,764
Transportation Development Act	21,795		
Police Special Revenue	9,600	26,300	26,300
Block Grant	50,300		
Insurance Funds	933,800	960,576	960,576
Street Fund	50,000		
Wastewater/City Council Adjustment	4,711,926		
Total Transfers In	4,891,388	3,466,308	3,466,308
Operating Transfers Out			
Benefits Fund	(185,098)	(82,060)	(82,060)
Insurance Funds	(462,343)	(863,832)	(863,832)
Total Transfers Out	(647,441)	(945,892)	(945,892)
<b>TOTAL GENERAL FUND</b>	<b>3,385,082</b>	<b>2,520,416</b>	<b>2,520,416</b>
<b>LIBRARY FUND</b>			
Operating Transfers In	259	0	0
Total Transfers	259	0	0
Cost of Services Transactions	(86,253)	(93,988)	(93,988)
General Fund/City Council Adjustments	(50,000)	(4,161)	(4,161)
Benefits Fund	(9,386)	(31,231)	(31,231)
Insurance Funds	(1,757)		
Total Transfers Out	(147,396)	(129,380)	(129,380)
<b>TOTAL LIBRARY FUND</b>	<b>(38,495)</b>	<b>(129,380)</b>	<b>(129,380)</b>
<b>STREET FUND</b>			
Operating Transfers In	176,749	586,098	586,098
TDA Fund			
Total Transfers	1,859,277	586,098	586,098
Total Transfers In	1,859,277	586,098	586,098
Operating Transfers Out			
Cost of Services Transactions	(66,705)	(220,913)	(220,913)
General Fund Street Maintenance	(933,800)	(960,576)	(960,576)
Total Transfers Out	(1,000,505)	(1,181,489)	(1,181,489)
<b>TOTAL STREET FUND</b>	<b>(206,728)</b>	<b>(595,391)</b>	<b>(595,391)</b>

1995-97 FINANCIAL PLAN AND BUDGET

INTERFUND TRANSACTIONS - OPERATING TRANSFERS

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>TRANSPORTATION DEVELOPMENT ACT FUND</b>				
Operating Transfers In				
Total Transfers	140,886			
Total Transfers In	140,886	0	0	0
Operating Transfers Out				
Cost of Services Transactions		(39,512)	(41,092)	(41,092)
General Fund Transit		(21,795)	(23,764)	(23,764)
Street Fund		(176,749)	(586,098)	(586,098)
Transit Fund		(737,145)	(385,061)	(385,061)
Total Transfers	(856,110)			
Total Transfers Out	(856,110)	(975,201)	(1,036,015)	(1,036,015)
TOTAL TRANSPORTATION DEVELOPMENT AC	(715,224)	(975,201)	(1,036,015)	(1,036,015)
<b>CDBG FUND</b>				
Operating Transfers In				
Total Transfers	293,747			
Total Transfers In	293,747	0	0	0
Operating Transfers Out				
Cost of Services Transactions		(39,512)	(42,216)	(42,216)
General Fund Risk Management		(24,000)	(26,300)	(26,300)
Community Development Services		(26,300)		
Total Transfers	(252,276)			
Total Transfers Out	(252,276)	(89,812)	(68,516)	(68,516)
TOTAL CDBG FUND	(41,471)	(89,812)	(68,516)	(68,516)
<b>POLICE SPECIAL REVENUE FUND</b>				
Operating Transfers In				
Total Transfers In	0	0	0	0
Operating Transfers Out				
General Fund Purchases		(9,600)		
Total Transfers	(5,000)			
Total Transfers Out	(5,000)	(9,600)	0	0
TOTAL POLICE SPECIAL REVENUE FUND	(5,000)	(9,600)	0	0
<b>CAPITAL OUTLAY FUND</b>				
Operating Transfers In				
Total Transfers	3,912,302			
Total Transfers In	3,912,302	0	0	0
Operating Transfers Out				
Cost of Services Transactions		(304,964)	(58,680)	(58,680)
Debt service			(300,000)	(900,000)
General Fund		(92,500)		
Electric Fund Loan		(52,200)	(52,880)	0
Equipment Replacement Fund		(193,925)	(729,520)	(580,460)
Total Transfers	(4,885,032)			
Total Transfers Out	(4,885,032)	(643,589)	(1,141,080)	(1,539,140)
TOTAL CAPITAL OUTLAY FUND	(972,730)	(643,589)	(1,141,080)	(1,539,140)

**1995-97 FINANCIAL PLAN AND BUDGET**
**INTERFUND TRANSACTIONS - OPERATING TRANSFERS**

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>EQUIPMENT FUND</b>				
Operating Transfers In				
Capital Outlay Fund		193,925	729,520	580,460
Total Transfers	189,160			
Total Transfers In	189,160	193,925	729,520	580,460
Operating Transfers Out				
Total Transfers Out	0	0	0	0
<b>TOTAL EQUIPMENT FUND</b>	<b>189,160</b>	<b>193,925</b>	<b>729,520</b>	<b>580,460</b>
<b>DEBT SERVICE FUND</b>				
Operating Transfers In				
Capital Outlay Fund			300,000	900,000
Total Transfers In	0	0	300,000	900,000
Operating Transfers Out				
Total Transfers Out	0	0	0	0
<b>TOTAL DEBT SERVICE FUND</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>900,000</b>
<b>WATER FUND</b>				
Operating Transfers In				
Total Transfers	1,105,673			
Total Transfers In	1,105,673	0	0	0
Operating Transfers Out				
Cost of Services Transactions		(283,505)	(429,775)	(429,775)
General Fund Engineering				
Benefits Fund		(9,176)	(4,068)	(4,068)
Insurance Funds		(13,939)	(39,763)	(39,763)
Electric Fund Loan		(204,500)		
Sewer Equipment			(33,025)	
Total Transfers	(1,215,964)			
Total Transfers Out	(1,215,964)	(511,120)	(506,631)	(473,606)
<b>TOTAL WATER FUND</b>	<b>(110,291)</b>	<b>(511,120)</b>	<b>(506,631)</b>	<b>(473,606)</b>
<b>WASTEWATER FUND</b>				
Operating Transfers In				
Water fund Equipment			33,025	
Total Transfers	4,162,051			
Total Transfers In	4,162,051	0	33,025	0
Operating Transfers Out				
Cost of Services Transactions		(298,635)	(350,692)	(350,692)
General Fund/City Council Adjustment		(50,000)		
Benefits Fund		(9,812)	(4,350)	(4,350)
Insurance Funds		(13,939)	(39,763)	(39,763)
Total Transfers	(4,414,543)			
Total Transfers Out	(4,414,543)	(372,386)	(394,805)	(394,805)
<b>TOTAL WASTEWATER FUND</b>	<b>(252,492)</b>	<b>(372,386)</b>	<b>(361,780)</b>	<b>(394,805)</b>

# 1995-97 FINANCIAL PLAN AND BUDGET

## INTERFUND TRANSACTIONS - OPERATING TRANSFERS

	1993-94	1994-95	1995-96	1996-97
	Actual	Adopted Budget	Requested	Proposed
<b>ELECTRIC FUND</b>				
Operating Transfers In				
Water Fund Loan		204,500		
CIP Loan		52,200	52,880	0
Total Transfers	<u>1,708,807</u>			
Total Transfers In	<u>1,708,807</u>	<u>256,700</u>	<u>52,880</u>	<u>0</u>
Operating Transfers Out				
Cost of Services Transactions		(881,885)	(1,027,322)	(1,027,322)
Benefits Fund		(24,469)	(10,848)	(10,848)
Insurance Funds		(93,710)	(140,636)	(140,636)
Total Transfers	<u>(3,201,512)</u>			
Total Transfers Out	<u>(3,201,512)</u>	<u>(1,000,064)</u>	<u>(1,178,806)</u>	<u>(1,178,806)</u>
<b>TOTAL ELECTRIC FUND</b>	<u><b>(1,492,705)</b></u>	<u><b>(743,364)</b></u>	<u><b>(1,125,926)</b></u>	<u><b>(1,178,806)</b></u>
<b>TRANSIT FUND</b>				
Operating Transfers In				
Transportation Development Act		737,145	385,061	385,061
Total Transfers In	<u>0</u>	<u>737,145</u>	<u>385,061</u>	<u>385,061</u>
Operating Transfers Out				
Cost of Services Transactions		(71,760)	(190,990)	(190,990)
Benefits Fund		(7,359)	(3,263)	(3,263)
Insurance Fund			(45,000)	(45,000)
Total Transfers	<u>(3,640)</u>			
Total Transfers Out	<u>(3,640)</u>	<u>(79,119)</u>	<u>(239,253)</u>	<u>(239,253)</u>
<b>TOTAL TRANSIT FUND</b>	<u><b>(3,640)</b></u>	<u><b>658,026</b></u>	<u><b>145,808</b></u>	<u><b>145,808</b></u>
<b>CHILD CARE SERVICE FUND</b>				
Operating Transfers In				
Total Transfers	<u>762</u>			
Total Transfers In	<u>762</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operating Transfers Out				
Total Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL CHILD CARE SERVICE FUND</b>	<u><b>762</b></u>	<u><b>0</b></u>	<u><b>0</b></u>	<u><b>0</b></u>
<b>BENEFITS FUND</b>				
Operating Transfers In				
General Fund		185,098	82,060	82,060
Electric Fund		24,469	10,848	10,848
Wastewater Fund		9,812	4,350	4,350
Water Fund		9,176	4,068	4,068
Library Fund		9,386	4,161	4,161
Transit Fund		7,359	3,263	3,263
Total Transfers In	<u>0</u>	<u>245,300</u>	<u>108,750</u>	<u>108,750</u>
Operating Transfers Out				
Total Transfers	<u>(45,745)</u>			
Total Transfers Out	<u>(45,745)</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL BENEFITS FUND</b>	<u><b>(45,745)</b></u>	<u><b>245,300</b></u>	<u><b>108,750</b></u>	<u><b>108,750</b></u>

## INTERFUND TRANSACTIONS - OPERATING TRANSFERS

1993-94	1994-95	1995-96	1996-97
Actual	Adopted	Requested	Proposed

## SELF INSURANCE FUND

Operating Transfers In

General Fund

Electric Fund

Wastewater Fund

Water Fund

Library Fund

Transit Fund

Total Transfers

Total Transfers In

Operating Transfers Out

Total Transfers

Total Transfers Out

TOTAL SELF INSURANCE FUND

## TRUST AND AGENCY FUND

Operating Transfers In

Total Transfers In

Operating Transfers Out

Total Transfers

Total Transfers Out

TOTAL TRUST AND AGENCY FUND

462,343	863,832	863,832	863,832
93,710	140,636	140,636	140,636
13,939	39,763	39,763	39,763
13,939	39,763	39,763	39,763
1,757	31,231	31,231	31,231
341,057	1,160,225	1,160,225	1,160,225
341,057	0	0	0
(114,385)	585,688	585,688	585,688
(114,385)	0	0	0
226,672	1,160,225	1,160,225	1,160,225
(98)	0	0	0
(98)	0	0	0
(98)	0	0	0

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **Personnel Summary**

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The City of Lodi's number one priority is to provide the most effective and efficient services to its citizens possible. These services will be delivered daily by 389 full-time employees in 1995-96 and 392 full-time employees in 1996-97. These employees are the core of the City's service capacity and define the quality and efficiency of city to provide service.

The 1995-97 Financial Plan and Budget for personnel services includes salary and fringe benefits offered to employees. Different from past years, the City no longer allocates the cost of worker's compensation as a payroll distribution but by a cost allocation plan.

The regular full-time staff will increase 10 positions or 2.7% in 1995-96 and 3 positions or .8% in 1996-97. The following justification is provided for the added staffing levels:

#### **Police Department - Street Crimes Unit**

The City Council adopted a goal to field a 5 member Street Crimes Unit by increasing the number of police officers over two years to address specific crime problems and crime areas in the City. This goal was adopted to free the time of patrol officers to concentrate on routine patrol duties and to focus police resources on specific police crime problems. This strategy was determined to be most cost effective of the strategies considered. Two officers and one sergeant will be added in 1995-96 and two officers will be added in 1996-97. Final approval of this staffing is dependent on the receipt of a State grant to finance 30% of the officer's compensation.

#### **Fire Department - Department Secretary**

The Fire Department has been without a Department Secretary for almost two years. This position was eliminated in 1993-94 as a cost cutting measure to balance the City's budget. As such, the Fire Department has relied on one administrative clerk in the Fire Marshall's Office for all administrative support. This has not been an effective or efficient arrangement for the Fire Department. Administrative actions are not being processed timely and/or accurately due to the limited administrative staffing. Accordingly, the City will add one Secretary in the Fire Department in 1995-96.

#### **Fire Department - Fire Inspector**

The City has unmet demand for inspection of new and existing buildings for fire safety. With the present staffing level, the City can keep up with occupancy inspections for new businesses, plan reviews, inspect schools, and inspect selected high profile buildings such as hotels, churches and restaurants. The City does not have the resources to inspect existing businesses. To meet this need, the City will add one Fire Inspector in 1996-97.

#### **Parks and Recreation - Engineering Technician**

This recommendation is to reclassify a 10 year employee from part-time to full-time due to the increased level of work which has occurred over the last 10 years and to support the increased level of capital projects in the Park and Recreation Budget. This position is justified in part by the significant contributions made by this employee to park and recreation services over a long-term period.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **Personnel Summary**

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#### **Library - Technology Specialist**

The current library staff does not have the expertise or experience to design, plan, install and maintain an automated library system. Automated library systems are being installed in libraries in most cities and counties. Automated library systems provide a level of information demanded by an increasing number of residents and businesses as the "information super highway" increases in popularity. In addition, automated services will increase the efficiency of the library staff by automating the card catalog and routine administration. The City will add a technology specialist in 1995-96.

#### **Community Center - Maintenance Worker**

The City cut one maintenance worker position from the Community Center as a budget cutting measure in 1994-95 on a trial basis to determine if these duties could be performed by part-time employees at less cost. After one year, the City has concluded that the duties are best accomplished by a full time employee.

#### **City Clerk - Administrative Clerk**

The duties of the City Clerk have been expanding over several years as the City has grown. The number of requests for information and the number of reports prepared for the City Council have increased. To provide responsive service, the City Clerk's Office has used part-time employees; however, part-time employees are not as well trained, need a greater level of supervision and can not handle confidential information. The City will add one regular full-time position in 1995-96 and reduce the number of part-time hours.

#### **Personnel Department - Administrative Clerk**

The City eliminated this position as a cost cutting measure in 1994-95 to determine if the duties in this department could be accomplished with a part-time employee. After one year, the City has concluded that this position should be reinstated due in part to an increase in backlogs and the need for timely processing of personnel actions.

#### **Administration - Code Enforcement Officer**

The City Council adopted a goal to develop and implement a residential neighborhood improvement program to eliminate blight and to ensure that all neighborhoods are maintained at standards consistent with community values. The City's concern with the cleanliness and safety of residential neighborhoods is a high priority goal. The City will add one regular full-time code enforcement officer in budget year 1995-96.

#### **Equipment Maintenance/Motor Pool - Administrative Clerk**

The City is expanding equipment maintenance services to accommodate the new transit fleet and to increase control over central fuel supply and vehicle maintenance (scheduling, costs, repair parts, etc.) The City has the computers and programs in place to better manage these services but does not have the trained and qualified administrative staff to use them. The City will add one administrative clerk in the motor pool in 1995-96 to improve management of motor pool operations.

# 1995-97 FINANCIAL PLAN AND BUDGET

## REGULAR POSITIONS BY MISSION

	1993-94	1994-95	1995-96	1996-97
	Actual	Budget	Requested	Proposed
<b>Public Safety</b>				
Police Protection	104.0	104.0	106.0	108.0
Fire Safety	47.0	47.0	48.0	49.0
Other Safety Services	0.0	0.0	0.0	0.0
<b>Total Public Safety</b>	<u>151.0</u>	<u>151.0</u>	<u>154.0</u>	<u>157.0</u>
<b>Public Utilities</b>				
Water Utility Services	10.9	10.9	11.3	11.2
Wastewater Utility Services	24.1	24.1	22.7	22.8
Electric Utility Services	40.0	38.0	38.0	38.0
<b>Total Public Utilities</b>	<u>75.0</u>	<u>73.0</u>	<u>72.0</u>	<u>72.0</u>
<b>Transportation</b>				
Streets and Flood Control	27.0	23.0	24.0	24.0
Transit	0.0	1.0	1.0	1.0
<b>Total Transportation</b>	<u>27.0</u>	<u>24.0</u>	<u>25.0</u>	<u>25.0</u>
<b>Leisure, Cultural &amp; Social Services</b>				
Parks and Recreation	30.0	25.0	26.0	26.0
Cultural Services	18.0	19.0	20.0	20.0
Social Services	1.0	1.0	1.0	1.0
<b>Total Leisure, Cultural &amp; Social Services</b>	<u>49.0</u>	<u>45.0</u>	<u>47.0</u>	<u>47.0</u>
<b>Community &amp; Economic Development</b>				
Planning	5.0	5.0	5.0	5.0
Construction Development	19.5	19.0	19.0	19.0
Economic Development	1.0	1.0	1.0	1.0
<b>Total Community &amp; Economic Development</b>	<u>25.5</u>	<u>25.0</u>	<u>25.0</u>	<u>25.0</u>
<b>General Government</b>				
Legislation and Policy	0.0	0.0	0.0	0.0
General Administration	7.5	7.5	8.0	8.0
Legal Services	2.5	2.5	3.0	3.0
City Clerk Services	2.0	2.0	3.0	3.0
Administrative Services	34.0	32.0	33.0	33.0
Organizational Support Services	18.0	17.0	18.0	18.0
Non-Departmental Services	0.0	0.0	0.0	0.0
<b>Total General Government</b>	<u>64.0</u>	<u>61.0</u>	<u>65.0</u>	<u>65.0</u>
<b>TOTAL OPERATING BUDGET</b>	<u>391.5</u>	<u>379.0</u>	<u>389.0</u>	<u>391.0</u>



1995-97 FINANCIAL PLAN AND BUDGET

TEMPORARY FULL-TIME EQUIVALENTS (FTE's)

	1993-94	1994-95	1995-96	1996-97
Actual	Estimate	Estimate	Estimate	Estimate
<b>Public Safety</b>				
Police Protection	0.37	0.00	0.00	0.00
Fire Safety	0.00	0.50	0.00	0.00
Graffiti Abatement	0.70	0.70	0.70	0.70
Total Public Safety	1.07	1.20	0.70	0.70
<b>Public Utilities</b>				
Water Utility Services	3.05	2.05	3.05	3.05
Wastewater Utility Services	0.50	0.75	1.13	0.88
Electric Utility Services	1.44	0.00	0.00	0.00
Total Public Utilities	4.99	2.80	4.18	3.93
<b>Transportation</b>				
Streets and Flood Control	0.95	0.95	0.95	0.95
Transit	15.10	15.00	15.00	15.00
Total Transportation	16.05	15.95	15.95	15.95
<b>Leisure, Cultural &amp; Social Services</b>				
Parks and Recreation	37.90	37.90	37.20	37.20
Library	5.00	5.00	6.00	6.00
Community Center	1.00	1.00	6.50	6.50
Camp Hutchins	7.00	6.00	4.00	4.00
Total Leisure, Cultural & Social Services	49.90	49.90	53.70	53.70
<b>Community &amp; Economic Development</b>				
Planning		0.90	1.40	1.40
Building Inspections	0.60		0.40	0.40
Engineering				
Economic Development	0.60	0.50		
Total Community & Economic Development	0.60	1.40	1.80	1.80
<b>General Government</b>				
City Manager	0.20			
Public Works Administration				
Legal Services				
City Clerk Services	1.00	1.00	0.00	0.00
Personnel Administration		0.90		
Risk and Solid Waste Management	0.45	0.30	0.00	0.00
Information Systems Management	5.10	6.70	5.80	5.80
Financial Administration				
Building Maintenance	0.98	0.98	0.25	0.25
Equipment Maintenance	7.73	9.88	6.05	6.05
Total General Government	80.34	81.13	87.35	87.13

1995-97 FINANCIAL PLAN AND BUDGET

REGULAR POSITIONS BY DEPARTMENT

1993-94	1994-95	1995-96	1996-97
Actual	Budget	Requested	Proposed

**CITY MANAGER**  
 Assistant City Manager 1.0  
 City Manager 1.0  
 Legal Secretary 0.5  
 Secretary to the City Manager 1.0

**CITY ATTORNEY**  
 Deputy City Attorney I/II 1.0  
 City Attorney 1.0  
 Legal Secretary 0.5

**CITY CLERK**  
 City Clerk 1.0  
 Deputy City Clerk 1.0  
 Administrative Clerk I/II 0.0

**COMMUNITY CENTER**  
 Community Center Director 1.0  
 Senior Service Coordinator 1.0  
 Administrative Clerk I/II 1.0  
 Building Maintenance Worker 1.0  
 Building Maintenance Worker I/II 1.0

**COMMUNITY DEVELOPMENT**  
 Administrative Clerk III 1.0  
 Building Inspector I/II 3.0  
 Chief Building Inspector 1.0  
 Community Development Director 1.0  
 Department Secretary 1.0  
 Junior/Assistant/Associate Planner 2.0  
 Senior Building Inspector 1.0  
 Senior Planner 1.0

**ECONOMIC DEVELOPMENT**  
 Admin Assistant to City Manager 1.0  
 Economic Development Coordinator 0.0

**ELECTRIC UTILITY DEPARTMENT**  
 Administrative Clerk I/II 1.0  
 Assistant Electric Utility Director 1.0  
 Department Secretary 1.0

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# **1995-97 FINANCIAL PLAN AND BUDGET**

## **REGULAR POSITIONS BY DEPARTMENT**

	1993-94	1994-95	1995-96	1996-97
	Actual	Budget	Requested	Proposed
Electric Apparatus Mechanic	1.0	1.0	1.0	1.0
Electric Foreman/Forewoman	3.0	3.0	3.0	3.0
Electric Lineman/Linewoman	7.0	7.0	7.0	7.0
Electric Meter Technician	1.0	1.0	1.0	1.0
Electric System Supervisor	1.0	1.0	1.0	1.0
Electric Troubleshooter	3.0	3.0	3.0	3.0
Electric Utility Director	1.0	1.0	1.0	1.0
Electric Utility Rate Analyst	1.0	1.0	1.0	1.0
Electric Utility Superintendent	1.0	1.0	1.0	1.0
Electrical Drafting Technician	1.0	1.0	1.0	1.0
Electrical Engineer	1.0	1.0	1.0	1.0
Electrical Engineer - Standards	1.0	0.0	0.0	0.0
Electrical Estimator	3.0	3.0	3.0	3.0
Electrical Technician	2.0	2.0	2.0	2.0
Electrician	2.0	2.0	2.0	2.0
Manager, Rates & Resources	1.0	1.0	1.0	1.0
Metering Electrician	1.0	1.0	1.0	1.0
Senior Electric Utility Rate Analyst	1.0	1.0	1.0	1.0
Utility Operations Supervisor	1.0	1.0	1.0	1.0
Utility Service Operator I/II	3.0	3.0	3.0	3.0
Utility Service Operator I/II	1.0	1.0	1.0	1.0
	40.0	38.0	38.0	38.0

## **FINANCE DEPARTMENT**

Account Clerk	11.0	10.0	10.0	10.0
Accountant I/II	1.0	1.0	1.0	1.0
Accounting Manager	1.0	1.0	1.0	1.0
Account Collector	2.0	2.0	1.0	1.0
Accounting Technician	1.0	1.0	1.0	1.0
Buyer	1.0	1.0	1.0	1.0
Customer Services Supervisor	0.0	0.0	1.0	1.0
Data Processing Manager	1.0	1.0	1.0	1.0
Data Processing Operations Specialist	1.0	1.0	1.0	1.0
Department Secretary	1.0	1.0	0.0	0.0
Field Services Supervisor	1.0	0.0	0.0	0.0
Finance Director	1.0	1.0	1.0	1.0
Meter Reader	4.0	4.0	4.0	4.0
Parking Enforcement Assistant	1.0	1.0	1.0	1.0
Purchasing Assistant	1.0	1.0	1.0	1.0
Purchasing Officer	1.0	1.0	1.0	1.0
Revenue Manager	1.0	1.0	1.0	1.0
Senior Account Clerk	2.0	2.0	2.0	2.0
Senior Programmer Analyst	2.0	2.0	2.0	2.0
Senior Storekeeper/Buyer	1.0	1.0	1.0	1.0
Storekeeper	1.0	1.0	1.0	1.0
Support Services Supervisor	0.0	0.0	1.0	1.0
	36.0	34.0	34.0	34.0

1995-97 FINANCIAL PLAN AND BUDGET

REGULAR POSITIONS BY DEPARTMENT

	1993-94	1994-95	1995-96	1996-97
<b>FIRE DEPARTMENT</b>				
Administrative Clerk III	1.0	1.0	1.0	1.0
Department Secretary	0.0	0.0	1.0	1.0
Fire Administrative Officer	3.0	3.0	0.0	0.0
Fire Battalion Chief	2.0	2.0	2.0	2.0
Fire Captain	9.0	9.0	9.0	9.0
Fire Chief	1.0	1.0	1.0	1.0
Fire Division Chief	0.0	0.0	3.0	3.0
Fire Inspector	1.0	1.0	1.0	2.0
Firefighter I/II/Engineer	30.0	30.0	30.0	30.0
<b>INFORMATION SYSTEMS OPERATIONS</b>				
Information Systems Coordinator	0.0	1.0	1.0	1.0
<b>LIBRARY</b>				
Assistant Adult Services Librarian	0.0	0.0	2.0	2.0
Building Service Worker	1.0	1.0	1.0	1.0
Children's Librarian	1.0	1.0	1.0	1.0
Librarian	1.0	1.0	1.0	1.0
Librarian VII	2.0	2.0	0.0	0.0
Library Assistant	8.0	8.0	8.0	8.0
Manager of Adult Services	1.0	1.0	1.0	1.0
Senior Library Assistant	1.0	1.0	1.0	1.0
<b>PARKS &amp; RECREATION DEPARTMENT</b>				
Administrative Clerk I/II	1.0	1.0	1.0	1.0
Administrative Clerk III	1.0	1.0	1.0	1.0
Department Secretary	1.0	1.0	1.0	1.0
Engineering Technician I/II	0.0	0.0	1.0	1.0
Laborer/Park Maintenance Worker VII	11.0	7.0	7.0	7.0
Park Maintenance Worker III	6.0	5.0	5.0	5.0
Parks & Recreation Director	1.0	1.0	1.0	1.0
Parks Superintendent	1.0	1.0	1.0	1.0
Parks Supervisor	2.0	2.0	2.0	2.0
Recreation Supervisor	4.0	4.0	4.0	4.0
Senior Building Maintenance Worker	1.0	1.0	1.0	1.0
Senior Parks Ranger	1.0	1.0	1.0	1.0
Welder-Mechanic	1.0	1.0	1.0	1.0
<b>TOTAL</b>	<b>31.0</b>	<b>26.0</b>	<b>27.0</b>	<b>27.0</b>

# 1995-97 FINANCIAL PLAN AND BUDGET

## REGULAR POSITIONS BY DEPARTMENT

	1993-94	1994-95	1995-96	1996-97
	Actual	Budget	Requested	Proposed
<b>PERSONNEL</b>				
Administrative Clerk I/II	1.0	0.0	1.0	1.0
Personnel Analyst	1.0	1.0	1.0	1.0
Personnel Director	1.0	1.0	1.0	1.0
Personnel Technician	1.0	1.0	1.0	1.0
	<u>4.0</u>	<u>3.0</u>	<u>4.0</u>	<u>4.0</u>
<b>POLICE DEPARTMENT</b>				
Administrative Assistant	1.0	1.0	1.0	1.0
Animal Control Officer	1.0	1.0	1.0	1.0
Assistant Animal Control Officer	1.0	1.0	1.0	1.0
Community Service Officer	7.0	7.0	7.0	7.0
Department Secretary	1.0	1.0	1.0	1.0
Dispatcher/Jailer	14.0	13.0	12.0	12.0
Dispatcher/Jailer Supervisor	0.0	1.0	0.0	0.0
Lead Dispatcher/Jailer	0.0	0.0	2.0	2.0
Police Captain	2.0	2.0	2.0	2.0
Police Chief	1.0	1.0	1.0	1.0
Police Corporal	0.0	0.0	6.0	6.0
Police Lieutenant	6.0	6.0	6.0	6.0
Police Officer	54.0	54.0	50.0	52.0
Police Records Clerk I/II/III	8.0	8.0	8.0	8.0
Police Sergeant	7.0	7.0	8.0	8.0
Service Division Supervisor	1.0	1.0	0.0	0.0
	<u>104.0</u>	<u>104.0</u>	<u>106.0</u>	<u>108.0</u>
<b>PUBLIC WORKS DEPARTMENT</b>				
<b>ADMINISTRATION</b>				
Administrative Assistant	1.0	1.0	1.0	1.0
Administrative Clerk I/II	1.0	1.0	1.0	1.0
Department Secretary	1.0	1.0	1.0	1.0
Public Works Director	1.0	1.0	1.0	1.0
	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>
<b>ENGINEERING DIVISION</b>				
City Engineer	1.0	1.0	1.0	1.0
Engineering Technician Assistant	1.0	0.0	0.0	0.0
Engineering Technician I/II	1.0	1.0	1.0	1.0
Engineering Technician Supervisor	2.0	2.0	2.0	2.0
Jr/Assistant Engineer/Associate Civil Engineer	3.5	4.0	4.0	4.0
Public Works Inspector I/II	2.0	2.0	2.0	2.0
Senior Civil Engineer	1.0	1.0	1.0	1.0
Senior Engineering Technician	2.0	2.0	2.0	2.0
	<u>13.5</u>	<u>13.0</u>	<u>13.0</u>	<u>13.0</u>
<b>BUILDING AND EQUIPMENT MAINTENANCE</b>				
Administrative Clerk I/II	0.0	0.0	1.0	1.0
Building/Equipment Maintenance Superintenden	1.0	1.0	1.0	1.0

# 1995-97 FINANCIAL PLAN AND BUDGET

## REGULAR POSITIONS BY DEPARTMENT

	1993-94	1994-95	1995-96	1996-97
	Actual	Budget	Requested	Proposed
<b>Building Service Worker</b>	1.0	1.0	1.0	1.0
<b>Equipment Maintenance Supervisor</b>	1.0	1.0	1.0	1.0
<b>Heavy Equipment Mechanic</b>	4.0	4.0	4.0	4.0
<b>Lead Equipment Mechanic</b>	1.0	1.0	1.0	1.0
<b>Senior Building Maintenance Worker</b>	1.0	1.0	1.0	1.0
<b>Welder-Mechanic</b>	1.0	1.0	1.0	1.0
	<u>10.0</u>	<u>10.0</u>	<u>11.0</u>	<u>11.0</u>
<b>STREETS DIVISION</b>				
<b>Administrative Clerk I/II</b>	0.0	0.0	1.0	1.0
<b>Laborer/Maintenance Worker I/II</b>	12.0	11.0	11.0	11.0
<b>Senior Tree Trimmer</b>	1.0	0.0	0.0	0.0
<b>Street Maintenance Worker III</b>	6.0	6.0	6.0	6.0
<b>Street Superintendent</b>	1.0	1.0	1.0	1.0
<b>Street Supervisor</b>	3.0	3.0	3.0	3.0
<b>Street Sweeper Operator</b>	1.0	1.0	1.0	1.0
<b>Supervising Administrative Clerk</b>	1.0	1.0	1.0	1.0
<b>Tree Trimmer</b>	2.0	0.0	0.0	0.0
	<u>27.0</u>	<u>23.0</u>	<u>24.0</u>	<u>24.0</u>
<b>WATER/WASTEWATER DIVISION</b>				
<b>Administrative Clerk I/II</b>	1.0	1.0	0.0	0.0
<b>Assistant Wastewater Treatment Superintenden</b>	1.0	1.0	1.0	1.0
<b>Assistant Water/Wastewater Superintendent</b>	1.0	1.0	1.0	1.0
<b>Chief Wastewater Plant Operator</b>	1.0	1.0	1.0	1.0
<b>Laboratory Services Supervisor</b>	1.0	1.0	1.0	1.0
<b>Laboratory Technician I/II</b>	2.0	2.0	2.0	2.0
<b>Laborer/Maintenance Worker I/II</b>	7.0	7.0	7.0	7.0
<b>Plant &amp; Equipment Mechanic</b>	2.0	4.0	4.0	4.0
<b>Senior Plant &amp; Equipment Mechanic</b>	2.0	0.0	0.0	0.0
<b>Wastewater Plant Operator I/II</b>	6.0	6.0	6.0	6.0
<b>Wastewater Plant Inspector</b>	2.0	2.0	2.0	2.0
<b>Water/Wastewater Maintenance Worker III</b>	5.0	5.0	5.0	5.0
<b>Water/Wastewater Superintendent</b>	1.0	1.0	1.0	1.0
<b>Water/Wastewater Supervisor</b>	3.0	3.0	3.0	3.0
	<u>35.0</u>	<u>35.0</u>	<u>34.0</u>	<u>34.0</u>
<b>RISK MANAGEMENT</b>				
<b>Risk Management Technician</b>	1.0	1.0	1.0	1.0
<b>Code Enforcement Officer</b>	0.0	0.0	1.0	1.0
<b>Admin Assistant to City Manager</b>	0.5	0.0	0.0	0.0
	<u>1.5</u>	<u>1.0</u>	<u>2.0</u>	<u>2.0</u>
<b>TRANSPORTATION &amp; COMMUNICATIONS</b>				
<b>Transit Manager</b>	0.0	1.0	1.0	1.0
<b>Admin Assistant to City Manager</b>	0.5	0.0	0.0	0.0
	<u>0.5</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
<b>TOTAL REGULAR POSITIONS</b>	<u>391.5</u>	<u>379.0</u>	<u>389.0</u>	<u>392.0</u>

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **Summary of Significant Expenditure and Staffing Changes**

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The following table summarizes the costs which have a direct bearing on the decision made to increase expenditure levels. These are costs which change as the result of the decisions made by the City Council to increase the level or quality of City services. Accordingly, they will remain unchanged unless a policy decision is made by Council to increase or decrease the level or quality of activity. Those costs which are fixed and which do not change the level of activity are not considered a significant expenditure or staffing change and are not included.

# 1995 - 97 FINANCIAL PLAN AND BUDGET

## SUMMARY OF SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

	1995-96		1996-97		Fund
	Recommended Position	Cost	Proposed Position	Cost	
Public Safety					
Police Protection					
Police Administration					
Lazer Jet Printer		\$ 4,000			10
Police Operations					
Street Crimes Unit *	3	148,500	2	\$ 92,900	10
Dispatcher/Jailer (Resolution No 94-149)	-1	(41,140)			
Police Operations Software		7,300		(2,300)	10
Contribution to County Wide Bomb Squad		3,500			10
Police Investigations					
Evidence Freezer		4,000		(4,000)	10
Fax Machine				3,700	10
Copy Machine				6,200	10
Fire Safety					
Fire Administration					
Department Secretary (Net)	1	21,195			10
Decontamination Centers		7,500		(7,500)	10
Day Room Furniture		6,000			10
Professional Assistance		15,000			10
Fire Prevention					
Fire Inspector			1	49,905	10
Total Public Safety	3	\$171,855	3	\$ 138,905	
Transportation					
Streets and Flood Control					
Street Maintenance					
Street Grinding Program		15,000		(7,000)	10
Street Trees					
Tree Planting & Maintenance Program		100,000			10
Total Transportation	0	\$115,000	0	\$ (7,000)	
Leisure, Cultural & Social Services					
Parks and Recreation					
Commissions and Committees					
Youth Commission		10,000			
Parks and Recreation Administration					
Chairs and Tables		3,000			10
Engineering Technician (Net)	1	18,605			10
Auto Cad Software		9,800			10



# 1995 - 97 FINANCIAL PLAN AND BUDGET

## SUMMARY OF SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

	1995-96		1996-97		Fund
	Recommended Position	Cost	Proposed Position	Cost	
Recreation					
Playgrounds					
After School Program (Part-Time)		14,200			10
Hale Park Program (Part-Time)		16,200			45
Youth/Teen Sports					
Junior Hockey League (Part-Time)		8,300			10
Parks					
Sports Facilities					
Fencing Armory Park		5,800		(5,800)	10
Park Maintenance					
Maintenance Staffing (Part-Time)		4,500			10
Cultural Services					
Library					
Technology Specialist	1	53,600			21
Librarian (Part-Time)				35,600	21
Community Center Commissions					
Arts Commission Coordinator (Part-Time)		10,000			120
Community Center					
Tables and Chairs		8,500		(8,500)	120
Maintenance Worker	1	32,290			120
Power Lift		5,900			120
Administrative Clerk		8,700			120
Social Services					
Camp Hutchins					
Administrative Clerk (Part-Time)		8,700			15
<b>Total Leisure, Cultural &amp; Social Services</b>	<b>3</b>	<b>\$218,095</b>	<b>0</b>	<b>\$ 21,300</b>	
Community and Economic Development					
Construction Development					
Engineering					
Contract Engineering/Inspection Services		67,000		67,000	10
Economic Development					
Economic Development					
Consulting Services		16,350			10
Lodi Conference & Visitors Bureau		60,000			10
<b>Total Community Development</b>	<b>0</b>	<b>\$143,350</b>	<b>0</b>	<b>\$ 67,000</b>	

# 1995 - 97 FINANCIAL PLAN AND BUDGET

## SUMMARY OF SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

	1995-96		1996-97		Fund
	Recommended Position	Cost	Proposed Position	Cost	
<b>General Government</b>					
City Clerk Services					
City Clerk					
Administrative Clerk (Net)	1	20,010			10
Public Works Administration					
Copier		8,500		(8,500)	10
Administrative Services					
Personnel Services					
Photocopier		5,800		(5,800)	10
Training Program		6,300			10
Administrative Clerk (net)	1	21,820			10
Compensation Study		20,000		(20,000)	10
Risk and Solid Waste Management					
Code Enforcement Officer *	1	17,150			10
Code Enforcement (Part-Time) *		8,300			10
Zoning Regulations *		20,000		(20,000)	10
Data Processing					
System Printer		8,100		(8,100)	10
Tape Drive		5,000			10
Lazer Jet Printer		8,300			10
Organization Support Services					
Equipment Maintenance & Motor Pool					
Administrative Clerk	1	15,710			10
Consulting Services		3,300		(3,300)	10
<b>Total General Government</b>	<u>4</u>	<u>\$168,290</u>	<u>0</u>	<u>\$ (65,700)</u>	
<b>TOTAL OPERATING CHANGES</b>	<u>10</u>	<u>\$816,590</u>	<u>3</u>	<u>\$ 154,505</u>	
City Council Goals					
*					
<b>Funding Sources</b>					
General Fund (10)	8	672,700	3	127,405	
Camp Hutchins (15)		8,700			
Community Development Block Grant (45)		16,200			
Library (21)	1	53,600		35,600	
Community Center (120)	1	65,390		(8,500)	
<b>Total By Fund Source</b>	<u>10</u>	<u>\$816,590</u>	<u>3</u>	<u>\$ 154,505</u>	

**1995-97 FINANCIAL PLAN AND BUDGET**

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**EXPENDITURES AUTHORIZED BY REPROGRAMMING APPROVED BUDGET**

	1995-96		1996-97		Fund
	Recommended Position	Cost	Proposed Position	Cost	
Leisure, Cultural & Social Services					
Parks and Recreation					
Parks and Recreation Commission					
State Conference		\$ 3,350		\$ 2,200	
Parks and Recreation Administration					
Park Maintenance Consultant		3,500			
Part-Time Hours - Computer Operator		9,585			
Playgrounds					
After School Program		14,200			
Youth/Teen Sports					
Junior Hockey League		4,100			
Park Maintenance					
Part-Time Staff		4,500			
Cultural Services					
Community Center					
Minor Equipment		2,030			
TOTAL AUTHORIZED WITHIN BUDGET		<u>\$ 41,265</u>		<u>\$ 2,200</u>	

These expenditures are authorized within available funds from savings or reprogramming of appropriated funds

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **Demographic and Statistical Data**

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#### **The Birth of Lodi**

Lodi was first called Mokelumne. It was founded in August, 1869 when the Central Pacific Railroad chose the site for a station on its new route. The town consisted of a store/post office building, a hotel and a station. In the spring of 1870, people from neighboring towns moved to Mokelumne until, by October, there were 56 houses. In 1874, the name of the town was changed to Lodi. The first school in town was built in 1872. The first newspaper, the Valley Review began publishing in 1878. By 1895, Lodi had a volunteer Fire Department but law enforcement was provided by the County until 1906. A library was established in 1901. The Central California Traction Company began electric trolley service through Lodi in 1907. In 1906, by a vote of two to one, the residents of Lodi formed a municipal corporation and the City was officially formed.

#### **Form of Government**

The City of Lodi operates under a Council-Manager form of government. This form of government most closely resembles the private sector with the Manager serving as the Chief Executive Officer, the Mayor as the Chairman of the Board, and the Council as the Board of Directors.

Under the Council-Manager form of government, citizens elect their representatives, the Council, who in turn elects the Mayor. The Council determines the policies and establishes laws of the City. In their policy role, the City Council performs the following duties:

- Sets short term, mid-term and long term goals.
- Approves the plans and programs to implement these goals.
- Determines the level and quality of service.
- Monitors the efficiency and effectiveness of city services.
- Provides leadership to the community.
- Arbitrates differences between community groups.
- Acts to expedite the concerns and complaints of citizens.
- Represents the City in community activities.

The City Manager is responsible for administering the City Council's policies, advising the Council, and conducting the day-to-day operations of the City. In keeping with these responsibilities, the City Manager is responsible for hiring the Directors who run each Department.

Team work between the Council and Manager is a key element of the Council-Manager form of government. The pooling of political and administrative skills is essential to resolving the many complex problems which face the City of Lodi today.

Furthermore, the Council-Manager form of government seeks to enhance the effectiveness of local policy making and municipal operations by bringing together skilled lawmakers, community representatives and experts in municipal operations and management.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **Demographic and Statistical Data**

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#### **Church**

The City of Lodi plays host to Protestant, Catholic and Jewish faiths with a minority of Buddhist and Islamic faiths. The residents of the City have a high level of participation in their 30 churches and temples.

#### **Schools**

The Lodi Unified School District serves over 14,600 students in grades K-12. This school district encompasses a large geographic area and includes Lodi and the north area of Stockton 10 miles to the south. There are three private schools in Lodi which offer regular academic and college prep curriculums. Policies and procedures of the school system are overseen by a seven-member Board of Education. The operating budget of the Lodi Unified School District is approximately \$113 million.

#### **Healthcare**

Lodi Memorial Hospital is committed to providing the finest level of medical care possible. The hospital offers a range of services from critical care to health education programs. Our hospital has all the modern facilities and advanced technology needed today to serve the needs of the community and still provide personalized medicine.

#### **Recreation**

An active Parks and Recreation Department plays host to seasonal sports such as baseball, softball, basketball, swimming, football, tennis and soccer. Private clubs like Twin Arbors, The Gym and the Fitness Pro offer a wide range of fitness programs.

The Boosters of Boys and Girls Sports is a non-profit organization which organizes and raises funds for sport activities. Because of its involvement in youth sport programs the City of Lodi has received National and State Awards for outstanding recreation programs.

Other recreation activities include: Field and Fair Day held each Fall, Fourth of July celebrations, and the Wine/Grape Festival held each Summer plus a number of special events sponsored by service clubs.

# 1995 - 97 FINANCIAL PLAN AND BUDGET

## STATISTICAL SUMMARY

	1993-94	1994-95	1995-96	1996-97
	Actual	Actual	Estimate	Estimate
<b>SIZE OF CITY</b>				
Area in Square Miles	12.07	12.14	12.32	12.32
Population	53,988	54,694	55,410	56,136
Number of Registered Voters	27,660	26,116	26,116	26,116
<b>ASSESSED VALUE</b>	<b>\$ 2.3m</b>	<b>\$ 2.3m</b>	<b>\$ 2.4m</b>	<b>\$ 2.4m</b>
<b>TOTAL PERMITS ISSUED</b>	<b>1,356</b>	<b>1,415</b>	<b>1,415</b>	<b>1,415</b>
<b>POLICE PROTECTION</b>				
Number of Stations	1	1	1	1
Number of Police Officers	70	71	71	71
Number of Reserve Officers	9	15	22	22
Number of Support Personnel	32	32	31	31
Number of Calls Answered	54,838	58,500	60,000	62,000
<b>FIRE PROTECTION</b>				
Number of Stations	3	3	4	4
Number of Firefighters	47	47	51	51
Number of Calls Answered	2,617	2,645	3,000	3,000
<b>UTILITY SERVICES</b>				
<b>Electric:</b>				
Number of Customers	22,185	22,295	22,310	22,360
Energy Sales (MWH)	364,818	348,468	340,400	350,732
Peak Demand(KW)	105,800	103,437	99,391	101,848
<b>Water/Wastewater:</b>				
Miles of Water Mains	198	205	209	212
Miles of Wastewater Lines	165	168	171	174
Number of Wastewater Treatment Plants	1	1	1	1
Average Daily Treatment	5.8MG	6.0MG	6.2MG	6.4MG
Maximum Daily Capacity	8.5MG	8.5MG	8.5MG	8.5M
<b>STREETS AND LIGHTS</b>				
Miles of Streets	167	170	173	176
Miles of Alley Ways	16	16	16	16
Number of Street Lights	4,043	4,293	4,473	4,713
Number of Traffic Signals	47	49	51	53

**1995 - 97 FINANCIAL PLAN AND BUDGET****STATISTICAL SUMMARY**

	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
<b>PARKS AND COMMUNITY FACILITIES</b>				
Parks Developed	21	21	22	22
Acres Parks Developed	263	263	280	280
Parks Undeveloped	4	4	4	4
Acres Parks Undeveloped	107	107	96	96
Community Center	1	1	1	1
Swimming Pools	3	3	3	3
Tennis Courts	11	11	11	13
Boat Ramps	1	1	1	1
Playgrounds	16	16	17	17
Ball Parks Various	17	17	19	19
Soccer Fields	21	21	23	23
Football Field	1	1	1	1
Handball/Basketball/Volleyball Courts	6	6	8	8
Horseshoe Pits	12	12	14	14
<b>PUBLIC EDUCATION</b>				
Elementary Schools	8	8	8	8
Middle Schools	2	2	2	2
High Schools	3	3	3	3
Elementary School Enrollment	5,468	5,390	5,390	5,390
Middle School Enrollment	1,546	1,675	1,675	1,675
High School Enrollment	4,094	4,008	4,008	4,008
<b>HOSPITALS</b>				
Number of Hospitals	1	1	1	1
Number of Patient Beds	101	101	101	101
<b>NUMBER OF BUSINESSES</b>				
Agriculture, Forestry and Fishing	183	190	190	190
Construction	629	661	661	661
Manufacturing	133	140	140	140
Transportation and Public Utilities	51	59	59	59
Wholesale Trade	190	197	197	197
Retail Trade	705	700	700	700
Finance, Insurance and Real Estate	109	102	102	102
Services	1,579	1,616	1,616	1,616

**Section I**  
**BUDGET REFERENCE MATERIAL**

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## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET REFERENCE MATERIALS**

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#### **Overview**

Complementing the general budget policies in Section B are a number of major policy documents that also guide the preparation and execution of the City's financial plan. A brief description of each of the following documents is provided in this section:

- |  |                                      |
|--|--------------------------------------|
| * Municipal Code                           | * General Plan                       |
| * Cost Allocation Plan                     | * Monthly Financial Report           |
| * Comprehensive Annual<br>Financial Report | * Travel and Business Expense Policy |

The following materials are also included in this section to facilitate the reader's understanding of the Financial Plan and Budget and the preparation process:

#### **Budget Glossary**

Defines terms that may be used in a manner unique to public finance or the City's budget process in order to establish common terminology.

#### **Expenditure Object Codes**

Defines object codes used to group and disclose expenditures in monthly reports.

#### **Major Preparation Guidelines**

Describes the steps, procedures and calendar used in developing and documenting the 1994-96 Financial Plan and Budget.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **SUMMARY OF MAJOR CITY POLICY DOCUMENTS**

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#### **Municipal Code**

The municipal code contains the regulatory, penal and administrative ordinances of the City codified according to the Government Code of the State of California.

#### **General Plan**

The General Plan is the blueprint of the City's future addressing land use, transportation, housing, open space preservation, conservation of resources, public safety and noise. The General Plan discusses ideas about the City's future change as new concepts are developed, new problems are identified, old solutions are reconsidered, and the population changes. Accordingly, the General Plan is constantly being studied and revised.

#### **Cost Allocation Plan**

The City prepared a Cost Allocation Plan in 1992 to identify the total cost of providing City services by allocating indirect costs such as accounting, personnel, legal, etc. to direct program cost areas. The identification of total program cost is essential in establishing user fees and cost recovery programs.

#### **Monthly Financial Report**

The City publishes interim financial statements on a monthly basis. These reports are organized and presented on the basis of the end user. In addition to budget, actual and encumbrance comparisons for revenues and expenditures, the report also provides trial balance and fund balance information. In the Executive Report, summaries of revenues, expenditures, fund balance, cash balance, investment transactions, personnel status and operating transfers are included.

#### **Comprehensive Annual Financial Report (CAFR)**

The CAFR includes the City's audited general purpose financial statements as well as a comprehensive review of the City's financial operations and statistical information of general interest about the City of Lodi.

#### **Travel and Business Expense Policy**

This policy contains the City policies and procedures used to advance, reimbursement or purchase the expenses of the City Council and employees of the City for travel and business expenses incurred in the conduct of City business. The policy includes provisions for the reimbursement and payment of expenses incurred by others in the conduct of City business.

## **1995-97 FINANCIAL PLAN AND BUDGET**

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### **BUDGET GLOSSARY**

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#### **Activities**

Specific services performed to accomplish program objectives and goals. (See Function)

#### **Annual Operating Budget**

Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled.

#### **Appropriation**

A legal authorization made by Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

#### **Assessed Valuation**

A value established for real property for use as a basis in levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the utility property tax roll is valued by the State Board of Equalization. Under Article XIII of the State Constitution (Proposition 13 adopted by the voters on June 6, 1978), properties are assessed at 100% of full value. Proposition 13 also modified the value of real taxable property for fiscal 1979 by rolling back values to fiscal 1976 levels. From this base of assessment, subsequent annual increases in valuation are limited to a maximum of 2%. However, increases to full value are allowed for property improvements or upon change in ownership. Personal property is excluded from these limitations, and is subject to annual reappraisal.

#### **Audit**

Prepared by an independent certified public accountant (CPA), the primary objective of an audit is to determine if the City's Financial Statements present fairly the City's financial position and result of operations in conformity with generally accepted accounting principles. In conjunction with their performance of an audit, it is customary for an independent auditor to issue a Management Letter stating the adequacy of the City's internal controls as well as recommending improvements to the City's financial management practices.

#### **Bonds**

A form of borrowing (debt financing) which reflects a written promise from the City to repay a sum of money on a specific date at a specified interest rate. Bonds are used to finance large capital projects such as buildings, streets, utility infrastructure, and bridges. (See Debt Financing Policy and Revenue Bonds)

#### **Budget**

A financial plan for a specified period of time that matches planned revenues and expenditures to municipal services. The City of Lodi uses a financial plan covering the fiscal year July 1 through June 30.

**BUDGET GLOSSARY**

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**Budget Amendment**

The Council has the sole responsibility for adopting the City's budget, and may amend or supplement the budget at any time after adoption by majority vote. The City Manager has the authority to approve administrative adjustments to the budget as long as those changes will not have a significant policy impact nor affect budgeted year-end fund balances.

**Budget Message**

Included in the opening section of the budget, the Budget Message provides the Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Manager.

**Budget Policies**

General and specific guidelines adopted by the Council that govern financial plan preparation and administration.

**Capital Improvement Plan (CIP)**

A plan to provide for the maintenance or replacement of existing public facilities and assets and for the constructions or acquisition of new ones. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

**Capital Outlay**

Expenditures which result in the acquisition of or addition to fixed assets.

**Capital Project Funds**

This fund type is used to account for financial resources used in the acquisition or construction of major capital facilities other than those financed by Proprietary Funds and Trust Funds. (See Fund)

**Certificates of Participation**

Form of lease-purchase financing used to construct or acquire capital facilities and equipment.

**Contingent Account**

Funds budgeted to cover a possible, unforeseen, or accidental occurrence. A special allocation form is to be used to transfer funds from this account to an operating account to cover other unforeseen items.

**Contributions**

A transfer of funds to the general fund in order to provide adequate funding for the Operating Budget. Also referred to as an "In-Lieu Franchise Tax".

**Debt Financing**

Borrowing funds as needed and pledging future revenues to make current expenditures. The City of Lodi uses debt financing only for one-time capital improvements whose life will exceed the term of financing and where expected revenues are sufficient to cover the long-term debt. (See Debt Financing Policy)

**BUDGET GLOSSARY**

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**Debt Instrument**

Methods of borrowing funds, including general obligation (G.O.) bonds, revenue bonds, lease/purchase agreements, lease-revenue bonds, tax allocation bonds, certificates of participation (COP's), and assessment district bonds. (See Bonds and Revenue Bonds)

**Debt Service**

Payments of principal and interest on bonds and other debt instruments according to a pre-determined schedule.

**Debt Service Funds**

This fund type is used to account for the payment and accumulation of resources related to general long-term debt principal and interest. (See Fund)

**Department**

A major organizational unit of the City which has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

**Depreciation**

Expiration in the service life of fixed assets, other than normal wear and tear. The portion of the cost of a fixed asset which is charged as an expense during a particular accounting period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset. Each period is charged a portion of this total cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

**Designated Fund Balance**

Designated fund balances are amounts set aside for planned actions and do not represent actual commitments. Designated funds are not reserves. Reserves arise from statutory requirements or actions already taken by the City Council.

**Encumbrances**

Commitments related to unperformed (executory) contracts for goods or services which are a legal obligation.

**Enterprise Funds**

This fund type is used to account for operations that are: (a) financed and operated in a manner similar to private sector enterprises and it is the intent of the City that the costs (including depreciation) of providing goods or services to the general public be financed or recovered primarily through user charges; or (b) the City or an outside grantor agency has determined that a periodic determination of revenues earned, expenses, and net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Six enterprise funds have been established by the City: electric, water, wastewater, Camp Hutchins Child Care Center, and transit. (See Fund)

**BUDGET GLOSSARY**

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**Expenditure**

The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds. Note: An encumbrance is not an expenditure; and encumbrance reserves funds to be expended.

**Expenditure Savings**

Under the City's budgeting procedures, personnel cost projections are based on all positions being filled throughout the year. Cost projections for major supply purchases and service contracts are projected on a similar basis. However, past experience indicates that expenditures are consistently less than budgeted amounts, due at least in part to this costing methodology. Accordingly, the Expenditure Savings is used to account for this factor in preparing fund balance projections.

**Financial Plan**

A parent document for the budget which establishes management policies, goals and objectives for all programs within the City for a two year period. (See Budget)

**Fiscal Year**

The beginning and ending period for recording financial transactions. The City has specified July 1 to June 30 as its fiscal year.

**Fixed Assets**

Assets of long-term nature such as land, buildings, machinery, furniture and other equipment. The City has defined such assets as those with an expected life in excess of one year and an acquisition cost in excess of \$3,000.

**Full-Time Equivalent (FTE)**

The decimal equivalent of a part-time position converted to a full-time bases. i.e. One person working half-time would equate to 0.5 FTE.

**Fund**

An accounting entity that records all financial transactions for specific activities or government functions. The seven generic fund types used by the City are: General Fund, Special Revenue, Debt Service, Capital Projects, Enterprise, Internal Service, and Trust and Agency.

**Fund Balance**

Also known as financial position, fund balance is the excess of assets over liabilities, and represents the cumulative effect of revenues and other financing sources over expenditure and other financing uses.

**Function**

A group of related activities crossing organizational (departmental) boundaries and aimed at accomplished a broad goal or accomplishing a major service. The six functions in the City's financial plan are: Public Safety; Public Utilities; Transportation; Leisure, Cultural and Social Services; Community Development; and General Government.

**BUDGET GLOSSARY**

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**General Fund**

The primary operating fund of the City, all revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund. General Fund resources can be utilized for any legitimate governmental purpose with the exception of subvention or grant revenues restricted for specific purposes. (See Fund)

**General Obligation Bonds**

Bonds in which a government has pledged its full faith and credit to their repayment of the issues. Sometimes used to refer to bonds which are to be repaid from taxes and other general revenues.

**Goal**

A statement of broad direction, purpose or intent.

**Internal Service Fund**

A fund used to account for the goods and services provided to other departments or agencies of a government on a cost-reimbursement basis.

**Investment Revenue**

Revenue received as interest from the investment of funds not immediately required to meet cash disbursement obligations.

**Line-Item Budget**

A budget that lists detailed expenditure categories (salary, utilities and communications, materials and supplies, etc) separately, along with the amount budgeted for each specified category. The City uses a program rather than line-item budget, although detail line-item accounts are maintained and recorded for financial reporting and control purposes.

**Management Objectives**

Objectives which concern the operation of the whole City rather than individual departments or programs.

**Operating Budget**

The portion of the budget that pertains to daily operations providing basic governmental services. The program budgets in the financial plan form the operating budget.

**Operating Transfers**

Operating transfers represent transfers of funds from one governmental fund to another governmental fund when both governmental funds are part of the same reporting entity. An operating transfer is a legally authorized transfer between funds in which one fund is responsible for the initial receipt of funds, and another fund is authorized to use the resources to finance its operating expenditures or expenses.

**Operations**

A grouping of related activities within a functional area (See Function and Activity)

**BUDGET GLOSSARY**

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**Ordinance**

A formal legislative enactment by the governing board of a municipality. It has the full force and effect of law within the boundaries of the municipality to which it applies, provided it is not in conflict with any higher form of law, such as State statute or constitutional provision. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status.

**Performance Factors**

A performance factor is a public oriented measure which, whether stated in terms of effectiveness or efficiency, quantitatively describes how well a service is being performed.

**Reimbursable Expenses**

An expenditure that will be repaid through a billing, contract, or agreement with a third party.

**Reserve**

An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Residual Equity Transfers**

A residual equity transfers represent nonrecurring or nonroutine transfer of equity between funds – for example, contribution of enterprise fund or internal service fund capital by the general fund, subsequent return of all or part of such contribution to the general fund, and transfers of residual balances of discontinued funds to the general fund or a debt service fund.

**Restricted Assets**

Monies or other resources, the use of which is restricted by legal or contractual requirements. In governmental accounting, special treatments are applied to restricted assets arising out of debt in Enterprise Funds.

**Revenue**

Amounts received from taxes, fees, permits, licenses, interest and inter-governmental sources during the fiscal year.

**Revenue Bonds**

Bonds sold to construct a project that will produce revenues pledged for the payment of related principal and interest. (See Bonds)

**Special Revenue Funds**

This fund type is used to account for the proceeds from specific revenue sources (other than trusts or major capital projects) that are legally restricted to expenditures for specific purposes. (See Fund)

**Subventions**

Revenues collected by the State (or other level of government) which are allocated to the City on a formula basis. The major subventions received by the City from the State of California include motor vehicle in-lieu, and gasoline taxes.



**BUDGET GLOSSARY**

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**Taxes**

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying for such services.

**Trust and Agency Funds**

Also known as Fiduciary Fund Types, these funds are used to account for assets held by the City in a trustee capacity or as an agent for private individuals, organizations, or other governmental agencies. The fiduciary funds used by the City are expendable trust, non-expendable trust and agency funds. (See Fund)

**User Charges**

The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**1995-97 FINANCIAL PLAN AND SUMMARY****EXPENDITURE OBJECT CODES**

<b>SERIES</b>	<b>OBJECT CODE</b>	<b>DESCRIPTION</b>
<b>100</b>		<b>SALARIES &amp; BENEFITS</b>
	101	Regular Employees Salary
	102	Overtime
	103	Part Time Employees Salary
	104	Severance Pay
	105	Auto Allowance
	106	Uniform Allowance
	108	Meal Allowance
	109	Incentive Pay
	110	Administrative Leave Pay
	111	Workers Compensation
	112	Medical Insurance
	113	Dental Insurance
	114	Vision Care
	115	Medicare Insurance
	121	Service Contribution P.E.R.S
	122	Social Security Payments
	123	Deferred Compensation
	124	Li + Ad & D
	125	Unemployment Insurance
	128	Ltd
	129	Chiropractic
	130	Insurance Refund
<b>200</b>		<b>UTILITY, COMM &amp; TRANSPORTATION</b>
	201	Postage
	202	Telephone & Telegraph
	203	Cellular Phone Charges
	211	Electricity
	212	Gas
	213	Water
	214	Sewer
	215	Refuse
<b>300</b>		<b>SUPPLIES, MATERIALS &amp; SERVICES</b>
	301	Printing, Binding & Duplicating
	302	Photocopying
	303	Advertising
	304	Laundry & Dry-Cleaning
	305	Uniforms
	306	Safety Equipment
	307	Office Supplies
	308	Books & Periodicals
	309	Membership & Dues
	310	Uncollectible Acct. Expense

1995-97 FINANCIAL PLAN AND SUMMARY

EXPENDITURE OBJECT CODES

SERIES	OBJECT CODE	DESCRIPTION
	311	Collection Agency Fees
	312	Bank Service Charges
	313	Data Processing Software
	314	Business Expense
	315	Conference/Training
	317	Insurance Reimbursement
	318	Microfilming
	319	City Hall Remodel-Litigation Fees
	320	Legal Council
	321	Rental Of Land & Facilities
	322	Rental Of Equipment
	323	Professional Services
	324	Purchased Transportation
	327	Vocational Rehab
	328	Hepatitis Shots
	330	Repairs To Communication Equipment
	331	Repairs To Machinery & Equipment
	332	Repairs Of Office Equipment
	333	Repairs To Auto Equipment
	334	Repairs To Building
	335	Sublet Service Contracts
	336	Car Wash
	337	Employee Moving Expense
	340	Representation
	343	Pl & Pd Insurance
	345	City Rental Insurance Fee
	346	K-9 Supplies
	350	Tires & Tubes
	351	Motor Vehicle Fuel & Lube
	352	Special Department Materials
	353	Janitorial Supplies
	354	Photo Supplies
	355	General Supplies
	356	Medical Supplies
	357	Care Of Prisoners
	358	Training-One Day
	359	Small Tools & Equipment
	360	Overtime Meals
	361	Employee Relations
	362	Laboratory Supplies
	363	Employees Physical Examination
	364	Stc/Jail Training
	365	Post Training
	367	Transportation Of Material
	395	Inventory Shrinkage

# 1995-97 FINANCIAL PLAN AND SUMMARY

## EXPENDITURE OBJECT CODES

SERIES	OBJECT CODE	DESCRIPTION
	398	Reimbursable Expense
	399	Supplies, Materials & Service Noc
400		<b>WORK FOR OTHERS</b>
	401	Work For Others
500		<b>EQUIPMENT</b>
	501	Office Equipment
	502	Household Equipment
	503	Auto Equipment
	504	Heavy Equipment
	505	Fire Fighting Equipment
	506	Traffic Signal Equipment
	507	Street Lighting Equipment
	508	Sewer & Disposal Plant Equipment
	509	Shop Equipment
	510	Recreation Equipment
	511	Transformers
	512	Meters
	513	Wire
	514	Poles & Pole Line Hardware
	515	Data Processing Hardware
	517	Communication Equipment
	518	Grant Equipment
	519	Other Equipment
	520	Other Contracts
	521	Acquisition Of Land
	522	Rights Of Way
	523	Easements
	524	Buildings
	525	Other Structures
	526	Streets
	527	Curb, Gutter & Sidewalks
	528	Sanitary Sewer Lines
	529	Water Well Lines
	530	Underground Lines & Hardware
	531	Storm Drains
	535	Wells-Dbcp
	544	Reconnection Fees
	597	Bus Shelters
	598	Bus Benches
	599	Bus Signs

**1995-97 FINANCIAL PLAN AND SUMMARY****EXPENDITURE OBJECT CODES**

<b>SERIES</b>	<b>OBJECT CODE</b>	<b>DESCRIPTION</b>
<b>600</b>		<b>MISCELLANEOUS</b>
	621	Donations
	622	Taxes
	623	Refunds
	624	Bond Interest
	625	Bond Redemption
	626	Property Tax Administration
	627	Water Loan-Interest/Fees
	628	Water Loan-Principal Payments
	631	Isf-Workers Compensation
	632	Isf-Temporary Disability, Wc
	633	Isf-Permanent Disability, Wc
	640	Employee Assistance Program
	641	Life Insurance
	642	Accidental Death Insurance
	643	Unemployment Insurance
	644	Long Term Disability
	645	Employee Recognition Program
	646	Flexible Spending Account
	648	Property Insurance
	649	Surety Bonds
	650	Travel Insurance
	699	Special Payments Noc
<b>800</b>		<b>BULK POWER PURCHASE</b>
	800	Bulk Power Purchase

## 1995-97 Financial Plan and Budget Instructions

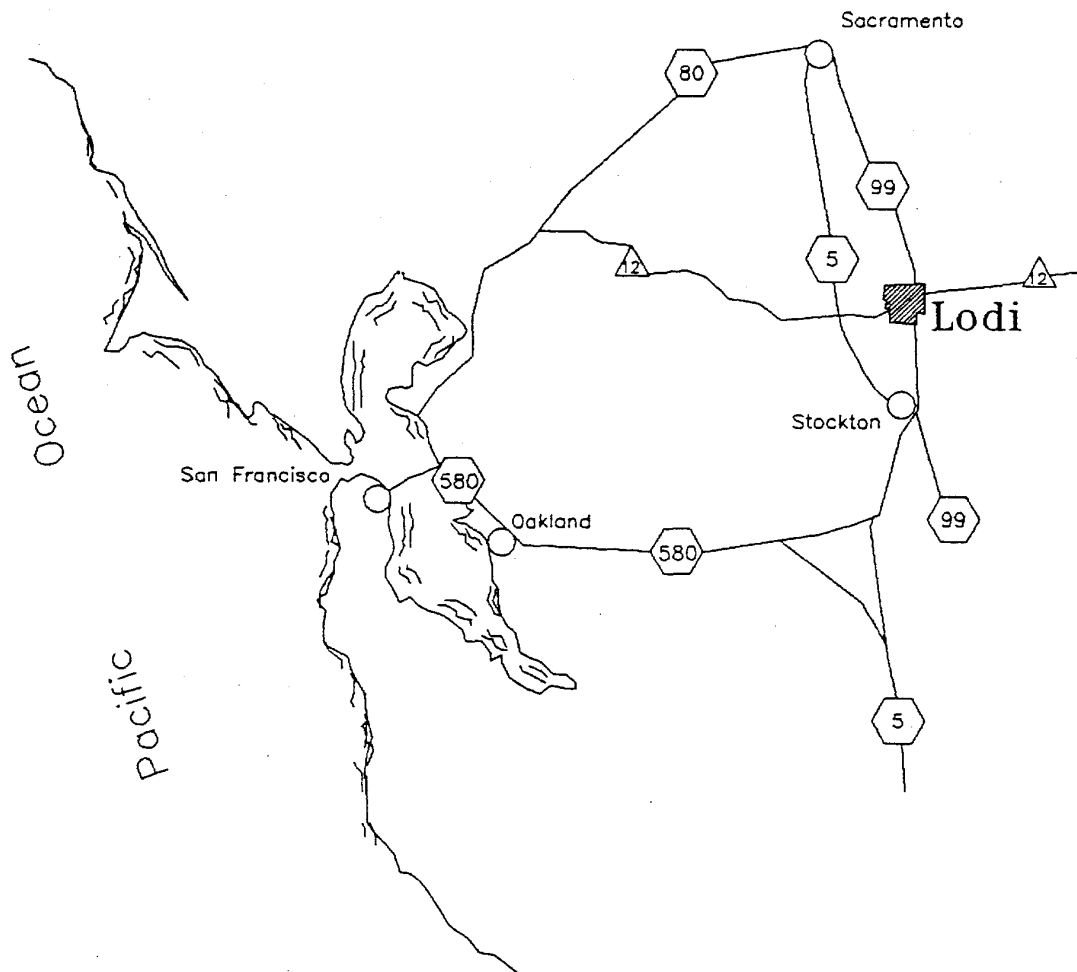
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### **MAJOR BUDGET PREPARATION GUIDELINES**

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#### **BUDGET CALENDAR**

Issue Budget Instructions.	February 6, 1995
Meeting with City Council to review fiscal policies Budget Review Policies, and Budget Assumptions.	February 7, 1995
Distribute budget assumptions and worksheets.	February 10, 1995
City Council Review of City Council Goals.	February 21, 1995
Departments submit the following documents: Detail line item budget request Significant Expenditure and Staffing Change Requests Activity Objectives	March 16, 1995
City Manager Budget Review (Operating Budget)	March 27 - March 31, 1995
Department Capital Budget Requests to Finance	March 30, 1995
Mid-Year Review	April 5, 1995
City Manager Budget Review (Capital Budget)	April 4 - April 14, 1995
Draft Financial Plan and Budget Significant Expenditure Requests Capital Budget Requests	May 24, 1995
Distribute Budget to City Council	June 6, 1995
Budget Introduced at Regular City Council Meeting	June 7, 1995
Adopt 1995-97 Financial Plan and Budget	June 21, 1995



## LOCATION MAP

No Scale